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RIM at the coalface

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DAVID PRYDE, MRIM

Chairman of the Board,
RIM Professionals Australasia

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RIM at the COALFACE!

In the Idiom dictionary 'coalface' is defined as follows… *"If you work at the coalface, you deal with the real problems and issues, rather than sitting in an office discussing things in a detached way"*.

While this might hold true for customer relationship managers who spend their day chained to a service desk or a telephone in a call centre, the modern records and information manager's coalface is many faceted and in many locations. To be able to operate effectively and efficiently they must be able to communicate, collaborate, encourage, motivate and inspire at all levels of the organisation, from the boardroom, through managers, team leaders and staff to the point of customer interaction.

To operate in this environment requires superior planning, a strategic roadmap to achieve the goals and vision, objectives to strive for as milestones to success and a change management plan to explain the change and inspire the support of those most affected. The glue that binds the whole project together is the communications plan, utilising a suite of media channels that consistently keeps everyone updated from project introduction to post-project survey and debrief.

A number of you have returned from inForum 2011 in Darwin with the theme Communicate, Collaborate, Innovate permanently embedded in your subconscious – I know that it will see you right in your future projects and planning. When people communicate and exchange ideas – something wonderful can happen. Those ideas once fertilised with consultation and an open mind provide the environment for innovation to take root and thrive.

The drivers and challenges that created the Darwin we know today – ie, the desire to communicate with the rest of Australia and South East Asia, and the need to rebuild the city after 58 bombing raids in 1942-43 and then again after Cyclone Tracey – produced many success stories and innovations as a result. Is this any different to asking our stakeholders, "What do you need to be more productive or cost effective?", and then tailoring a solution within our framework that enhances their productivity or profitability?

Are we being seen to provide innovative solutions as evidence of return on investment rather than being perceived as an imposer of draconian rules that are no longer applicable in this technological climate? Don't get me wrong, basic records and information management principles (the foundations) never change – how we apply them innovatively in a way that users want is the challenge.

For the rest of us it is very simple – if we don't communicate, then collaboration and innovation don't even get to bat, while project plans and change management projects may as well be forfeited, saving the expense. Our attitude can be the difference between success and failure.

Attitude was an underlying theme at inForum 2011, particularly in Chris Fripp's presentation, 'Wanted – Proactive, innovative records managers'. How much time do we allocate to being proactive rather than spending most of our time reacting to situations?

Amongst all the chaos, allocate time to think strategically (book it in your diary) – this releases stress and gives you an opportunity to be creative. If you can't think of anything first time then go for a walk to a part of the organisation you rarely go and ask a few questions about what people are doing or even ask them for their information wish-list.

The rest is up to you, however there is one stipulation – you must think about the problems and report back within a reasonable time what you decided. Be honest and if no cost-effective solution can be found – then tell them. They will respect you more for it. Innovation does not have to cost a million dollars or take months to implement – a small change to a process, accepting a user's suggestion or being seen to act is priceless for your internal reputation.

Chris talked about being professional – not just having qualifications and experience, but having a professional attitude as a member of a vocation founded upon specialised educational training. We need to look professional in dress and manner, act with passion and from a position of knowledge, doing it without arrogance. To me this means doing whatever it takes to promote and edify our RIM roles, the profession and the company.

We have everything we need to succeed – the legislation and standards, vocational and educational courses, our statement of professional knowledge and a network of 3,500 other professionals just like you to call on.

General George S Patton once said, "Accept the challenges so that you can feel the exhilaration of victory".

We know our challenges and we also know that if all the things we needed to do were put in a basket – its name would be communication.

Your mission should you wish to accept it is to communicate, communicate, communicate and then when you aren't sure what to do next…

Communicate some more… Good luck.

David

From the CEO

KATE WALKER
FRMA MAICD AMIM, MBA, BSC (BAdm),
AdvDipBus (Rkg), DipBus (Adm)

Chief Executive Officer,
RIM Professionals Australasia

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Planning for change

"Begin with the end in mind" is the often-quoted second habit made famous in Stephen Covey's best seller, *7 Habits of highly effective people*. In other words, Mr Covey recommends having a clear understanding of the destination before the beginning of *any* journey.

To have the end in mind, you have to ask the question… "What element or activity has the most potential impact to a company's quantifiable 'end goal' of financial profitability and business value?"

The answer: Change management…

Change management often is merely an after-thought for many companies. Yet, change management is at the heart of the universe. Continual improvement is the practical end goal for every company, because it has the greatest economic impact.

Companies are not static, they are about change; and companies that change most efficiently and proactively, responding best to the demands of the customer, are the winners.

Failed or unplanned changes can stop the heartbeat of an entire company – with significant impact to the financial bottom line. This doesn't only apply to 'big' changes – a lot of 'little' changes are just as important and/or devastating in the aggregate.

INVESTING IN CHANGE MANAGEMENT

A 2011 Gartner Survey[1] found that companies under-invest in organisation change management. Companies allocate, on average, only 5% of the overall system implement budget to change management. Gartner recommends that companies allocate an average of 15% of the program budget to change management, inclusive of training – but more, if changes are significant or the corporate culture is more change-averse.

Although there are many change management models available, I've discovered that in most situations you *must* focus on three factors:
1. Personality and individual differences in people
2. Working people through the 'change cycle'
3. Running a communication project

Start with the individual… YOU. Know your style, patterns etc, then look at other managers, team leaders, staff, contractors as *everyone* plays their part in whether change happens smoothly (or not!).

Have you, and others in your organisation, had a psychometric assessment done at some time? Dig them out and get guidance on how to use them.

Knowledge about people can provide a very direct and effective key to guiding them through the change process.

Many experts have written on change management or the change cycle, most with very sound but differing approaches. Remember, each change is different, therefore the more adaptive the leader the more insightful and willing they are to look at options.

A four-phase model of denial, resistance, exploration and commitment is a simple but seemingly effective indicator of reactions to change by individuals or groups. Thinking of these four phases, it's not hard to see how conflict can arise, nor is it hard to see the need to control the process.

Communication is key when instituting change management methodology. Without a strong communication plan for change management, even the best and most workable programs and ideas are doomed to failure.

Leading change is not easy. Senior leaders must be committed to change, education and communication, as well as thorough and complete planning. Employees must be given the opportunity to understand what's going on and how change will affect them; to provide meaningful input; and to see how the changes are improving the company's ability to accomplish its mission. Then success can be achieved.

Kate

1 *Lessons from 169 SAP Implementations Using Service Providers in North America*, Gartner, March 2011

WORLDWIDE NEWS

INTERNATIONAL COUNCIL ON ARCHIVES 2012 CONGRESS

BRISBANE: The International Council on Archives 2012 Congress is being held in Brisbane next year, from 20 to 24 August. The theme of the conference is 'climate of change'.

The 21st century is bringing a climate of change in which archivists and information managers face additional challenges and changes generated through the flood of contemporary information, varying formats and technological developments and increased demands for access to the information.

Technological developments have an impact on the organisation and operation of our governments and societies. In this process, the archival institutions have an important responsibility as the custodians of effectively organised and accessible information.

Australia is one of the leading countries in developing innovative archival management, practice, policy and theory. What better place could there be for professional engagement and interaction in a program presented by leaders in the archives and information management field from across the world?

Keynote speakers include David Ferriero, Archivist for the United States of America and Judge Baltazar Garzón, Spanish jurist, specialising, among other things, in terrorism, organised crime, ex-traditions, crimes under universal jurisdic-tion (genocide, crimes against humanity).

- To find out more about the Congress, go to www.ica2012.com

PUSH FOR MORE ICT TEACHERS

WELLINGTON: Information and communications technology authorities are pushing for better secondary schooling for the speciality. In New Zealand, a new

NZCS CEO Paul Matthews

National Certificate of Educational Achievement (NCEA) Level 1 Standard for Year 11 (Fifth form) pupils attracted more than 3,000 pupils in its first year. But now the concern is a lack of quali-fied IT teachers.

Chief Executive Officer of the New Zealand Computer Society, Paul Matthews, welcomed the new school standard development but, he told *iQ*: "Many of those teaching digital technologies in schools don't have a technical background and have really struggled with the significantly more technical nature of the new standards.

To compound the issue, there's certainly a feeling that there's been a lack of support and development to help get them up to speed in these new areas. "There are other issues, as well. A great many technology teachers are scheduled to retire over the next five years and it looks like there's no serious planning on how to deal with the shortfall."

Mr Matthews called for great professional support for existing teachers and a "coordinated strategy" to get more to take up teaching. But he warned: "Is that even possible, given the high pay rates etc in the private sector?"

The new NZ ICT NCEA standard offers 40 credits across five skill areas: digital Information, digital media, programming and computer science, electronics, and digital infrastructure.

DUTCH MUSEUM NIGHTMARE CRACKED

THE HAGUE: Museum curators' nightmares came true in the southern Dutch township of Helden after a volunteer worker accidentally sealed an old, fire-proof safe containing some of its most important historic records.

A professional locksmith took three hours to re-open it. A report said: "No historical records, photographs and artefacts were harmed in the process. The safe however was slightly modified."

The volunteer had been struggling to open the safe with a key and fiddled with the dial of the combination lock, the code for which was not known by staff and the door locked. The 400kg safe, made in 1888, was itself a valued historic artefact at the regional museum, Land van Peel en Mass.

Nederland newspaper, *De Telegraaf*, told the story and security company Nauta from neighbouring town, Barneveld, sent its top man, René van Haar. YouTube video footage at www.youtube.com/watch?v=FLA2s_nD5YA, shows the tense hours, the final success, undamaged contents and triumphant

De Telegraaf headline "*Kluiskraker René is redder in nood*" ("Safebreaker René is rescuer in need").

Relieved museum officials listen, shamefacedly, as the locksmith explains that the old safe had several locking mechanisms working horizontally and vertically. They had been severely damaged by previous amateur attempts to free them, he said.

- *Fowl footnote*: Lock-picking town Barneveld is also the home of the finger-licking good Barnevelder chicken breed, prized for their succulent meat and brown eggs, and found world-wide, including Australasia.

DEPUTY US ARCHIVIST PROMOTED FROM THE RANKS

WASHINGTON, DC: Twenty-year-career archivist Debra Steidel Wall has been pro-moted to Deputy Archivist of the United States, the National Archives and Records Administration announced in

Deputy US archivist Debra Steidel Wall

July. Ms Wall joined NARA in 1991 as a trainee in the archives' Motion Picture, Sound and Video unit with degrees in history and government from George-town University, and in film from the American University.

For the past four years she has been Chief of Staff involved in creating and implementing the 'Charter for Change' roadmap for the re-organisation of the National Archives. Just before her new appointment, Ms Wall revealed details from a US Federal agency assessment of RM programs.

She told a U.S-Canada research librarians' meeting: "The results were not encouraging. We found that 95% of all the agencies are at either a moderate or high risk of improper destruction of records or compromising the integrity, authenticity, and reliability of their records. That we have already lost a piece of our national memory is not in doubt."

She said that "recognising that records management is the backbone of Open Government", NARA offered wide guidance on records management,

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INDUSTRY NEWS CONTRIBUTORS: **MIKE STEEMSON, HEATHER MILLAR**
- If you have any news stories for *iQ*, please contact editor.iq@rimpa.com.au

adding: "However, we realise that it is not enough to tell agencies what to do – we also need to help them determine how to do it, and give them the tools to do it."

It had enhanced its own internal records management program, creating a 'Records Management Laboratory' to develop and pilot answers to the recordkeeping questions arising from email, social media and cloud computing that could be shared with other agencies.

FILEBOUND NOW IN NZ

NEW ZEALAND: **FileBound Australia has appointed Desktop Imaging as its exclusive distributor in New Zealand. This appointment now deivers the FileBound range of document man-agement and workflow automation solutions to New Zealand. FileBound functions including advanced search and retrieval, user customisable workflow, electronic forms and full API accessibility.**

"Desktop Imaging has an extremely strong pedigree in records and information management as well as having a corporate culture that aligns very strongly with ours," said Lee Bourke, CEO of FileBound.

"We have been looking for a company that shares our philosophy of excellent customer service with quality as the highest priority, and we have found that in FileBound." said Braden Rowe, Director of Desktop Imaging. "The ease of use, rapid implementation and advanced array of features of FileBound allows us to deliver solutions quickly and cost effectively to our customers".

A.K.A.® VERSION 3 RELEASED

SYDNEY: **Synercon Group has recently released Version 3 of a.k.a.® information governance software, an enterprise tool for describing and assembling metadata elements and combining them into a vast range of different information structures – metadata models, taxonomies, retention schedules, data maps etc.**

According to Synercon Managing Partner, Eddy Wilkinson, "a.k.a.® version 3 recognises the need of the enterprise to share and manage metadata across all manner of information systems. It is designed for users who want to design and model systems without having to be technology experts."

"The information management environment is changing rapidly and we need to be flexible in our response," says Synercon Founding Partner Conni Christensen. "For example SharePoint has been a game changer in that it has thrown up new information management models but we still need to deliver information governance rules into these systems.

"a.k.a.® Version 3 delivers a multi-dimensional approach to information governance. We have long recognised through our work with recordkeeping standards that there are powerful connections between different metadata elements that can be leveraged for better recordkeeping outcomes. Using a.k.a.® we can build extensive sets of metadata and with the modelling tools, make connections and deploy them into content management systems using XML file outputs."

MADDEST MANAGEMENT BOOK TITLE OF THE YEAR

UNITED KING-DOM: *Polar bear pirates and their quest to engage the sleep walkers* **is the "maddest book title" of the year according to UK-based Char-tered Manage-ment Institute** (CMI) Book of the Year club. The book, by Yorkshire business consultant Andrew Webster, was one of the 155 titles entered for the CMI Management Book of the Year competition, worth £5,000 to the winner.

Piers Cain, Head of Knowledge Management, Chartered Management Institute, London.

The tongue-in-cheek award was announced in September by manager of the club's LinkedIn web group, CMI Head of Knowledge Management, Piers Cain, as a 'fringe' to the prestigious competition ahead of the announcement of the real shortlist last month.

Last year, the top prize was scooped by Henry Mintzberg, Professor of Management Studies at McGill University, Montreal, with his 2009 publication *Management*, a book "on the pressures, roles, varieties and conundrums of managing, based on the observation of a day in the lives of 29 managers".

The competition, held in partnership with the British Library, also named best

"innovation and entrepreneurship" title as *rEvolution: how to thrive in crazy times* by Bill Lucas, Professor of Learning at the University of Winchester, UK, and best digital management book to *The future of work*, by former *Financial Times* business commentator, Richard Donkin.

Piers Cain told *iQ*: "The competition this year has drawn an even better field than 2010 when the three top titles lead a very strong short-list. One of the things that struck me again this time was that there always seem to be a few 'off the wall' titles.

"Of course, we know authors and publishers do this to stand out from the crowd, but does it really help the book to sell? There is a risk that an unusual book title might undermine the credibility of the author's message.

"It certainly works for the 'maddest', though. Runners-up nominated by book club members were *Bastards I have known*, by Peter Barton, *Much calamity & the Redundance Kid*, a work in progress by author Joe Cushnan, and *Sex, leadership and rock n roll*, by Peter Cook. See what I mean? Perhaps it is a high risk strategy for the very brave or confident."

SURVEY ON SECURITY OF SENSITIVE FILES

CALIFORNIA: **Imperva has announced the results of a survey of more than 150 IT security professionals on the security of their sensitive files. Results indicated that while significant insider breaches, such as WikiLeaks, shed light on the importance of file security, most companies do not know the ex-act number or location of their sensi-tive files, or who has access to them.**

In the survey, an overwhelming majority (82%) of respondents reported that breaches such as WikiLeaks made them reconsider their company's data security policies. However, only 18% of respondents said that they knew the exact number of sensitive files they had, and just 39% could say for sure where those files were located on their servers. Even more startling, 65% of those polled said that they were unsure who has access to these sensitive files.

"Major breaches like WikiLeaks happen because of a lack of effective file security controls," said Amichai Shulman, CTO of Imperva."With so many respondents unsure of how many sensitive files they have and how accessible they are, it indicates a general lack of control over

Damage to Haiti's library archives following last year's earthquake.

sensitive data, which increases the likelihood of an insider breach."

In fact, nearly one third of those polled reported that their company had lost data due to employees abusing access rights, on purpose or by accident.

"The first step to a solid data security plan is taking inventory of your sensitive files and knowing where they are and who has access to them at all times," said Shulman. "Only with this complete picture will you be able to guard against insider threat by detecting when sensitive data is being added or removed, or when an employee is improperly accessing files."

RECALL ACQUIRES DOCUMENT DESTRUCTION BUSINESS

MELBOURNE: Recall, the global life-cycle information management company, has acquired the Melbourne-based document destruction business Infoshred Pty Ltd.

Recall has acquired the service and collection component of the privately-owned secure document destruction company.

Recall ANZ President Dan McFarland said this acquisition supports the company's growth strategy and will expand its footprint in Victoria.

Recall has approximately 300 dedicated operation centres, spanning five continents, in over 20 countries, servicing nearly 80,000 customers worldwide and is owned by Brambles Limited.

Infoshred has provided thousands of Victorian clients with innovative document shredding and paper recycling services since 2002.

D-LIBRARY OF CARIBBEAN APPEALS FOR FUND-CUTS SUPPORT

dLOC Project Co-ordinator Brooke Wooldridge

HAITI: The Digital Library of the Caribbean (dLOC), whose campaign after last year's devastating Haiti earthquake is restoring many of the island's heritage library archives, face severe funding shortfalls after the US Government's recession economies.

The digital library is based at the Florida International University. DLOC Project Co-ordinator, Brooke Wooldridge, told September's inForum conference in Darwin: "Archives preservation needs in Haiti were great even before the earthquake. It just multiplied the needs. While the situation in Haiti continues to be tense, three heritage libraries have made much progress but few are yet open to the public and much more needs to be done."

Last month, Ms Wooldridge appealed for world-wide aide to make up the 'unexpected funding cuts' to continue the program.

"Long-standing collaborative relationships that build capacity and personal connections are vital components of disaster mitigation. These are threatened," she told *iQ*.

Florida International University and the University of Florida carry the principal share of the fixed costs for the project, Ms Wooldridge said. She added: "We need your help. Your membership will allow dLOC to continue to develop new content and features and support its partner structure while seeking additional grant funding. Your personal support will strengthen this equitable model for continued development of dLOC and ensure that Caribbean research resources remain accessible."

• Ms Wooldridge can be contacted at dloc@fiu.edu.

IS CLOUD COMPUTING A DATA CENTRE IN THE SKY?

LONDON: **Research by Infosecurity Europe of 1000 commuters aimed to find out if office workers understand 'geek speak' has discovered that many are not as tech or security aware as they could be.**

When asked what cloud computing meant, a quarter thought it was a data centre in the sky. A fifth thought it was something that Microsoft advertises, 10% global warming caused by overheating computers and 10% guessed it was a trendy club in SoHo. Only 35% thought it was a new way to access IT services over the internet.

The survey was conducted in the run up to Infosecurity Europe – the number one dedicated Information security event which took place earlier this year at Earls Court.

In answer to the question 'What makes Smartphones smart?' a third of commuters thought it was because they look really cool, 46% correctly said it was because they can run applications and also email and web browsers, 9%

said it was because they use artificial intelligence. A small minority said it was because smartphones can tell the time in 137 languages or contain nanobots.

When asked what android is, a third said a new science fiction film, 10% a new robot invention and 17% said it was Darth Vader's father! A miserable four out of 10 people correctly said it was an operating system for mobile phones.

Claire Sellick, Event Director for Infosecurity Europe said, "It was surprising that when asked what a computer cracker was, a fifth thought it was a new food for technology freaks, a third a powerful new computer chip, and a few said it was slang for a cocaine user. Only 46% gave the correct answer of someone who breaks into computer systems illegally. Those on the dark side of IT often prey on people's ignorance."

Many commuters also did not have a clue about malware either as a third thought it was a new form of advertising on mobile phones, and a fifth clothes made from recycled materials. Only 30% said it was software designed to harm their computer, and the rest said it was a viral infection."

When asked about how they use phones for work, 90% of people said they

now have work-related information saved on their home computer or personal mobile and 81% said they kept sensitive information from their employers on their personal mobiles. Only four out of 10 said the data was protected by encryption. Half of people knew the password for their phone, whilst a third did not use one and 17% could not remember what it was.

When asked whose data they thought was most important to protect, four-fifths said their own data and only 16% said sensitive customer data, and 5% their employer's data.

Many found defining 'consumerisation of IT' tricky – the majority thought it was buying too many computers, iPhones, iPods, games, televisions and gadgets. A fifth were nearly correct in answering, "it was consumers who make their own IT". A few thought it was using up all their computers disk space. Just 22% gave the correct answer of "People using their own IT at work as it is better than their employers".

A third thought 'virtualisation', was a 3D game, 22% a new way of problem solving and 12% a form of hypnosis. A third correctly identified it as the creation of a virtual version of hardware, software or an operating system.

$39,000 FOR VICTORIAN ABORIGINAL GROUPS TO PRESERVE THEIR HISTORY

MELBOURNE: **Public Record Office Victoria and Aboriginal Affairs Victoria have awarded $39,000 in funding to Victorian Aboriginal groups to preserve and share their stories and culture.**

A presentation of certificates to recipients was held at the Victorian Archives Centre in North Melbourne on 21 September 2011. Executive Director of Aboriginal Affairs Victoria Ian Hamm, and distinguished Aboriginal elder Jim Berg were present at the awards.

Left: Edward Story and Nerissa Broben of the Koorie Heritage Trust with Ian Hamm, Executive Director Aboriginal Affairs Victoria. **Right:** Margaret Portelli of the Aboriginal Family Violence Prevention & Legal Service Victoria with Ian Hamm.

Records and cultural collections are a source of pride and history for communities and individuals. These grants enable preservation and access to information about Victorian Aboriginals, and contribute to the ongoing work of reuniting members of the Stolen Generations and their descendants with ancestors and family.

Among the nine funded projects is 'Preservation of photographs of Koori women attending the Sisters Day Out® Well-Being Workshops conducted by Aboriginal Family Violence Prevention & Legal Service Victoria'. The project

catalogues images taken since the group's inception, and provides a record of Victorian Koori women in the 21st century.

Wurega Aboriginal Corporation's project, 'Our Elders speak of country', preserves the oral histories of Wotjobaluk elders, who have direct connections to the Wimmera/Mallee region of Victoria. This project makes possible the ongoing transmission of creation stories, knowledge of cultural connections to the flora and fauna of the Wimmera, and insights into the impacts of colonisation. **iQ**

SIMPLIFYING RECORDS MANAGEMENT

Steps HP took when adopting a new approach for simplifying the management of electronic records reduces archive footprint and enhances risk management.

Companies the size of HP generate a lot of electronic records— millions per day. Many of these records are business-critical. Some document important business decisions or policies. Some document the company's regulatory compliance. Some establish business-critical processes and procedures.

As the years pass, these records accumulate, and as they accumulate, the cost of storing them mounts.

To keep their records manageable, control costs, and be compliant with applicable laws and regulations, companies must periodically purge records they are no longer required to keep. At the same time, however, deleting records entails risk. It can be challenging to determine which records—if any—may be purged, and when.

Implementing an ERM Solution
Below are the steps HP took when implementing an enterprise records management (ERM) solution.

First Step:
Define Business Requirements
Look at every aspect of your records management requirements, including records creation, storage, retrieval, search, and disposition, and how technology could be applied to automate as many of these processes as possible. The business requirements create a foundation for determining where technology can be used. Going forward, the requirements document functions as a map both to guide the team as it implements new records management processes and to determine future functionality needs.

Second Step:
Perform a Records Assessment
After the business requirements are defined, it is an appropriate time in the project to perform a records assessment. This records assessment should include the validation of all types of records being created across business units and functions. This includes not only records being created by people, but the millions of records being created from numerous electronic applications.

The benefit of this next step is to validate that systems of record are identified and accurate, and to verify the organization's understanding of records housed in document repositories, SharePoint, and e-mail. The records assessment also raises awareness across the enterprise, at all levels, that records management is an important initiative for the organization, with executive visibility.

With program management assistance from KPMG, HP establishes a foundation to automate its records management using HP TRIM software.

Selecting the Software
The aim of records management industry best practice is to ensure that authoritative records are protected so the information that records contain is available for evidentiary purposes and is easily discoverable in an efficient and effective manner. Organizations seeking to implement best practice records management will conform to the international records management standard, ISO 15489 *Information and Documentation – Records Management – Part 1: General*, and apply the policies, procedures, and guidelines specified in this standard to both traditional paper records and records in electronic format. The key concepts to be considered are:

- The structure of the authoritative record and the relationship between the related elements of the record must be maintained.
- Records are evidence of business activities and their contextual link to the business process must be preserved.
- Authoritative records should meet the requirements of authenticity, reliability, integrity, and usability.

To achieve these concepts, the core functionality required of your ERM software should include:
- Contextual links through classification and agents

- Efficient management and linking of recordkeeping controls
- Storage and preservation of digital records
- Ability to maintain the records process and add layers of metadata
- Access and security

Getting Started
The first phase is to migrate the records, both paper and electronic, that are being managed in any existing records management system. The new system will need to be configured for your organization's retention schedule, classification of record types, and security permissions for the various levels of access needed to retrieve records.

Once the existing record population is migrated, the records management team will enter Phase II: establishing a process for automating the declaration of millions of records produced by electronic applications. The new processes and architecture will grab records after they are produced— sometimes different parts of a record are generated from multiple applications—and automatically apply the retention to start the formal disposition alarm clock ticking.

Facilitating Communications
Business process change management must be addressed at every step, preparing records management staff for the new software application and reassuring nonrecords management end users that active records will still be available to them. A key role is the facilitator between the records management team, business units, and IT, supported by software services.

Large organizations face significant challenges in their electronic records processes, partly because of the sheer volume of records generated. But automating procedures related to records declaration, management, and retention can bring an unmanageable situation under control.

To learn more, read the full case study at *www.hp.com/go/erm.*

The Heiner Affair: the good, the bad and the ugly

The audit of the Heiner Affair has been sitting with the Senate Privileges Committee of Australian Parliament since May this year. Meanwhile, the sexual assault victim at the centre of the case was expected to visit Canberra by the invitation of Senator Nick Xenophon. **KEVIN LINDEBERG** reports on why, two decades on, this case is so important to the RIM and archives profession, and why it is still unfolding.

The Rofe QC Audit of the Heiner Affair – a 9-volume forensic examination conducted between 2005 and 2007 by a leading Sydney QC, lawyers and other experts which found some 68 alleged *prima facie* criminal charges were capable of being made out against the players in the scandal that became known as 'The Heiner Affair' – has been sitting with the Senate Privileges Committee of the Australian Parliament since May 2011.

It is being concealed from public scrutiny. The Clerk of the Senate has examined it. In her public Advice No 47 of June 2011, Dr Laing advised that, *inter alia*, "*…There is no doubt that the subject matter* (ie, the Heiner Affair) *is very serious.*"[1]

The Audit contains constitutional and national interest issues of the highest order because of whom it involves and adversely names. Pressure is being exerted for the Audit to be tabled in Parliament in the national interest.

By denying the Australian people their right to know what that Committee and the Clerk of the Senate know has the potential to change the whole character of our Constitutional Monarchy system of government in Australia. It turns who is accountable to whom on its head.

In May 2010, the Queensland Government paid the May 1988 sexual assault victim some $140,000 in compensation, with a "gagging" clause attached, which she later described in *The Brisbane Times* on 10 July 2010, (Quote):

"*…To myself, that was yucky, dirty money to keep me quiet. That's what I mean by yucky, dirty money. To keep me hush, hush.*"

She was invited to visit Canberra by Senator Nick Xenophon for the September sitting of the Senate. Her intent was to confront The Greens in an effort to garner support for his move to establish a Senate Inquiry into the Heiner Affair. She wanted to tell her story.

SO WHAT DOES ALL THIS MEAN?

Whatever view may eventually be reached concerning the conduct of the State Archivist involved in the scandal, certain things are clear. Firstly, the State Archivist must not be the scapegoat. Secondly, this important "whole-of-government" public official in our system of government, who stands at the crossroads of protecting evidence in nasty fights between "*the Good, the Bad, and the Ugly*", must be afforded maximum protection from intimidation and fear of losing his/her job when juggling between an individual's right of either access or a fair trial, the immense power of what a Cabinet may want, or when a powerful body like the Criminal Justice Commission twists this statutory role for a *prima facie* ulterior self-serving purpose.

In my opinion, state and federal chief archivists – being "whole-of-government" public officials – should be afforded the same high legal status that ombudsmen and auditors-general enjoy throughout the Commonwealth of Australia by making them "officers of the Parliament." This would protect them from intimidation. Any threats could be reported directly to Parliament. Any dismissals would need a bipartisan majority vote of the Parliament.

Both political parties, the ALP and Coalition, would be hard pressed to deny this important change in the law. It should be called 'The Heiner Affair Amendment'. It would have overwhelming public support as a sound public policy initiative when couched against the critical role that best practice recordkeeping plays in open and accountable democracies. The campaign could be under the banner of 'No security of public records means no justice, no accountability and no democracy'.

Independent Statutory Authorities for Archives must be created *with their own budgets*. This will allow the obtaining of their own legal advice and to institute proceedings of their own motion, if and when necessary, in matters of statutory interpretation or injunctive relief in the public interest.

In the 21st century, we simply cannot have Crown Law serving the interests of a Cabinet and Federal/State Archives at one and the same time on the same matter because their interests can differ radically. The Heiner Affair demonstrates this conflict of interest in large flashing red warning lights.

The Heiner Affair is a historical gift to the profession. It now provides a unique opportunity to communicate, to collaborate, to innovate and to demand that this mess never happens again. The system must be made fail-safe so that

About the author

KEVIN LINDEBERG was working as a Queensland public sector trade union organiser at the time of the Heiner Affair, and he continues his quest for justice two decades later. He is now a freelance political cartoonist/caricaturist and illustrator.

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›› THE SYSTEM MUST BE MADE FAIL-SAFE SO THAT ARCHIVISTS/RECORDS MANAGERS CAN SERVE THE PUBLIC INTEREST WITHOUT FEAR OR FAVOUR ‹‹

archivists/records managers can serve the public interest without fear or favour.

Since 2009, the Heiner Affair has entered Queensland Education's syllabus for year 11 and 12 students studying Business, Communication and Technologies. It brings the RIM profession into the forefront for senior students, some being would-be archivists, lawyers, public servants, auditors, political and business leaders of the future.

RIM and archives organisations ought to do all that they can to enhance this subject so that the profession is taken from the dingy backroom to the prominence of the ballroom – because without best practice recordkeeping our legal system and even our democracy will fail.

No longer Cinderella or the frog; it's time to become the Princess or Prince.

The occasional shot across the bow of government on the Heiner Affair – like at the beginning of the annual duck-shooting season – to show the profession's displeasure at its unresolved state undervalues the significance of the RIM role in a democratic society.

STANDING FOR THE GOOD

Given its cancerous nature on our national and Queensland body politick, infecting the highest levels of governance, the RIM profession should be constantly at the throat of government, opposition and the media to have it resolved. It's a blot on the Australian landscape.

One of the world's foremost archives experts, Professor Randall Jimerson of Western Washington University USA, has just declared that the Heiner Affair has global implications in a May/June 2011 article for *Archives & Manuscripts*.[3] It is titled 'Ripples Across the Pond: The Global Implications of the Heiner Affair'.

Australia should be the exemplar of best practice recordkeeping in the world, not its counter talking point.

Finally, in our global cyber-village with the likes of Wikileaks changing and challenging citizens and governments alike about notions of openness and accountability, the archives profession should expand its own cyberspace presence. This may include the International Council of Archives creating a special space called Archives Watch or Archives Alert and constantly embarrassing the offender-cum-states/nations, wherever they may be on the face of the earth, to correct their wrong and to do justice according to law.

Corruption's worst enemy is the courage and determination of just one individual to stand up against the lie and to see that the truth is told. Why is this? It's because so long as one person endures, other like-minded people can rally around the cause. One can become many, many can become a tsunami. That, too, is the history of the Heiner Affair.

The archival and legal professions need to stand for the good, for the rule of law, and to be always prepared to fight against all that is bad and ugly that undermines these noble goals. **iQ**
• For more information on the Heiner Affair, go to: http://www.heineraffair.info/PDF_Store/iRMA2009-HeinerAffairm.pdf

Government information – a changing world

PROF JOHN MCMILLAN, Australian Information Commissioner, reports on the regulating of government information and the role of the Office of the Australian Information Commissioner.

The creation of the Office of the Australian Information Commissioner in November 2010 was partially a response to certain emerging trends: for example, how technology is shaping information management and driving the need for change; the proliferation of social media and the many challenges this poses for both individuals and government; the extraordinary expansion worldwide in information generation and retention because of technology; and the Wikileaks phenomenon which has made the public less accepting of government secrecy.

One objective was to remove barriers that impede the free flow of information from government to the community. At times this objective was expressed as a commitment to more open government; at other times as promoting the need for cultural change in government, '*to switch the mindset in the public service from information control to information sharing*'.

Another prime objective in the reforms was to integrate three different strands of information management – protecting the public's right of access to documents under the *Freedom of Information Act 1982* (FOI Act), ensuring proper handling of personal information in accordance with the *Privacy Act 1988*, and providing independent advice to government on information policy and practice.

Those strands had developed separately for over two decades. Indeed, it was often said that there was an unhealthy tension between FOI and privacy – one concerned with information disclosure the other with information protection. However, the Australian Government made – in my view – the wise and forward-looking decision to combine these functions in a single scheme administered by a single office, headed by three independent statutory commissioners – an Information Commissioner, Freedom of Information Commissioner and Privacy Commissioner. They are supported by a Privacy Advisory Committee and an Information Advisory Committee. The integrated nature of this new approach to regulatory oversight of government information management goes further than in other countries.

The creation of a single office responsible for information access, protection and policy signifies the essential connection that exists between those functions. All government decisions, policies and choices are rooted in information. The quality of any government action is likely to reflect either the adequacy of the information that underpins it or official expertise in analysing that information. It is therefore important to put a framework around information management and policy. A key element of that framework must be public scrutiny of the information held by government and how it was used.

Public scrutiny is important both at the particular and at a national level, and to individuals and the community alike. This is adroitly captured in a new clause in the FOI Act that declares four objects:

- to increase public participation in government processes, with a view to promoting better-informed decision making

- to increase scrutiny, discussion, comment and review of the government's activities

- to increase recognition that information held by government is to be managed for public purposes and is a national resource, and

- to facilitate and promote public access to information promptly and at the lowest reasonable cost.

Another critical feature of government information is that a great deal of it is personal information. It is information about our tax affairs, travel movements, health benefit claims, family support payments, employment arrangements, and a host of other topics. It is important that that information is securely managed, which in practice often means safeguarding the confidentiality and restricted use of the information. But it is equally important that personal data can be shared – with the individuals to whom it relates, with other agencies that need it in making decisions and administering programs, and (in a de-identified form) with the community so that we have an accurate picture of the makeup of our society, the issues that confront government and how it is responding to them. It therefore seems natural that privacy regulation should be integrated with other strands of information management.

As that brief description indicates, there are at least two sides to responsible information management. On one side is the obligation of government to set standards and objectives for managing information and to have its performance and outputs measured. On the other side are information rights conferred by legislation that individuals have in relation to government – notably, a

Story snapshot

- The Government has created a single office responsible for information access, protection and policy.

- The FOI scheme incorporates two models – the 'reactive' and 'proactive' models of information disclosure.

- Current projects in privacy protection and information policy have important recordkeeping implications.

freedom of information right of access to documents upon request and a right to have personal information managed according to privacy principles.

My office strives in a number of ways to capture the integration of those different facets of information management. One is in our tagline – 'protecting information rights, advancing information policy'; another is in our corporate branding, that has FOI, privacy and policy represented by different colours that swirl and join; and another is in the messages conveyed in our work with agencies and the community. For example, complaints that we receive about web publication by agencies criticise both the adequacy of published information as well as the identification of people in published information. Clearly, the answer lies in seeing both areas of complaint as interrelated and requiring a balance to be struck.

I will now look separately at some emerging issues in freedom of information, privacy and information policy.

FREEDOM OF INFORMATION
The FOI scheme now incorporates two models of information disclosure, that have been dubbed the 'reactive' or 'pull' model of disclosure, and the 'proactive' or 'push' model.

**1 Open government by traditional means
– reactive disclosure**
The reactive model, introduced by the FOI Act in the 1980s, gives all members of the community an equal and enforceable legal right of access to government documents upon request. In that way, information disclosure policy in government is driven by the requests that people make for the information they want to see. This model no longer stands alone, but its influence continues to grow as a result of reforms to the FOI Act in 2010. Those reforms make it easier for individuals to

make FOI requests and impose added demands on agencies in administering those requests, especially in denying access.

FOI requests can now be lodged by email; there is no application fee, nor any fee for personal information requests or the first five hours of decision making time for other requests; an agency cannot charge any fee outside the 30 day processing time unless there is an authorised extension of processing time; a uniform public interest balancing test is now a feature of many of the FOI exemptions; and the Act declares irrelevant factors that cannot be considered and mandatory factors that must be considered.

The impact of these changes on agencies has been significant in a short period, with far-reaching implications for information policy and recordkeeping. Agencies are receiving many more FOI requests, particularly from journalists, special interest groups and parliamentarians. Often their requests are for the documents that are one step removed from the actual decision – such as the emails or briefing papers in which officials discussed the options and analysed the evidence. For many officials FOI has moved from back of mind to front of mind: FOI requests are regularly discussed in senior executive meetings, and the prospect of FOI disclosure is prominently in mind when policies are being developed or papers are being written.

Concerns are raised that this added pressure for disclosure will impair the documentary records of government, as officials hesitate or act cautiously in recording their views. Pointing the other way is the view that the documentary record is being improved, as officials are taking more care in document preparation with a view to probable disclosure of what is being written. The Australian Taxation Office, by way of example, has promulgated to staff the adage, 'write for the world to see'.

Predictably too these changes have resource implications for agency records management. Many agencies have devoted extra resources and at a more senior level to FOI processing. And what is becoming clearer, perhaps 30 years later than it should have been, is that agencies must rely on electronic records management if they intend to meet their FOI obligations in an efficient and painless manner.

It is also becoming harder for agencies to impose an FOI charge, even beyond the first five hours of decision making time. This is because information released under the Act must, subject to some exceptions, be published on a disclosure log on the agency's website. If information has been published to the world at large and either accessed regularly or picked up in a media report, it is harder for an agency to resist an application for FOI charges to be waived on public interest grounds.

2 Open government in a technological age – proactive disclosure

The other major FOI reform in 2010 was the introduction of a proactive model of information disclosure. This is captured in a new Information Publication Scheme (IPS) and in a Disclosure Log of information released under the FOI Act. The IPS builds on existing publication requirements in the FOI Act, by requiring publication of additional corporate information about agency structure and functions, as well as 'operational information' used by agencies in making decisions that affect members of the public.

The IPS built on existing publication requirements in the FOI Act, but go further in requiring information to be published on the web and maintained so that it is accurate, up-to-date and complete. Gone should be the days of out-of-date agency

staff lists, committee structures, guidelines and brochures. The information must also be accessible to all members of the community in compliance with the Web Content Accessibility Guidelines. In simple terms, PDF publication will not suffice. In practical terms this means that agencies, at the time of creating key corporate documents, have to turn their mind to the electronic form of the document and to its publication under the IPS.

The IPS gains added significance from the new FOI objects clause which declares that government information is a national resource to be used for public purposes. In effect, agencies are required to go beyond the minimum publication requirements and to ask the question, 'why not?' Why is information that is published on the intranet not also published on the web so that it is publicly accessible? Why are internal reports that evaluate the agency's performance not shared with the public? Why are internal data sets that support agency research not a public resource? Again these questions have major information management and resource allocation implications for agencies.

The new proactive publication theme in the FOI Act aligns with another major trend in government – Gov 2.0, which promotes greater effort by government to disseminate information and engage the community using web 2.0 tools. An example is the data.gov website, which hosts over 300 data sets published by national, State and Territory governments.

What is also significant in this trend is that our concept of open government has broadened to include at least three core strands:

- public access to government information upon request

- open data, through proactive web publication of data by government, and

- civic engagement and collaboration, through techniques such as online engagement, blogs, social networking, crowd sourcing and online collaboration projects.

PRIVACY PROTECTION

Privacy regulation has been an area of great activity for over 20 years for the Office of the Privacy Commissioner, which is now merged in the OAIC. I will briefly note three current projects that have important implications for information policy and records management.

The first is the number of own motion investigations that we have recently undertaken into highly-publicised corporate privacy breaches. These include investigation of a Telstra mail-out that sent 220,000 letters with personal information to the wrong addresses; the collection by Google Street View cameras of unsecured Wi-fi data from personal wireless networks; Vodafone's failure to implement effective security measures to protect the personal information it held on four million customers; and a cyber-attack on the Sony Playstation network that exposed the personal files of 77 million customers.

A theme common to those incidents is that digitisation of information, while essential, exposes agencies to the risk that personal information of millions of people can be compromised by a single lapse or error. When a breach occurs, the reputational damage to the business or agency will be immense and costly.

A second project, that illustrates a trend in government electronic records management, is the development of a new $467 million e-health records system. Under the proposed

Personally Controlled Electronic Health Record system, all members of the community can be issued with an individual healthcare identifier. On a consent basis, the record will contain a person's health and medical information that can be transferred easily and electronically from one health practitioner to another.

This could revolutionise health care in Australia, but its success could depend on whether it incorporates effective privacy safeguards that are trusted by the community. People are unlikely to opt-in to the system and consent to information being included in a transferable record unless they have confidence about how their personal information will be secured and used. Health professionals will likewise question the utility of the system unless they can rely upon it to provide a complete and accurate medical record of a patient.

Thirdly, there is a major privacy law reform program underway in government, to implement most of the 295 reform recommendations made in 2008 by the Australian Law Reform Commission. Among the foreshadowed changes are a new set of Australian Privacy Principles, to replace the Information Privacy Principles that apply to government agencies and the National Privacy Principles that apply to the business sector. The adoption of a universal set of 13 privacy principles will sharpen privacy protection in Australia, while making it simpler for government contractors to comply with a single set of legal obligations.

INFORMATION POLICY

The third area of OAIC responsibility is to provide advice to government on information policy. Here I will also briefly note three projects that have important recordkeeping implications.

We have been promoting the need for the development across government of a more coordinated approach to government information management. With grand intentions we have described this as the development of a national information policy framework.

A large number of Australian Government agencies already have a dedicated role in developing information policy and an equally large number of information policies and standards provide guidance to government and business. What is lacking, however, is a clear and settled framework for integrating and harmonising that work. This point was made by my office in an Issues Paper published last year entitled *Towards an Australian Government Information Policy*.

A second project that supplements the proactive publication theme in government saw the publication earlier this year of a statement of eight *Principles on open public sector information*. The *Principles* build on the FOI Act declaration that government information is a national resource to be made available for community access and use. Each of the eight principles reflects that declaration at a different stage of the information life cycle. We start with open access being the default position; next, the community should be consulted about information that has use or interest to them; agencies should ensure that effective information governance arrangements are in place; this requires that information is listed in the register of agency assets; a senior officer should have explicit responsibility for information management; published information should be easily discoverable and useable by the community; so far as possible, information should be published under open licensing arrangements; and there should be a transparent enquiry and complaints framework

to capture public feedback about agency publication and access decisions.

We will take those principles a step further in a third project that is underway. In November we will be publishing an issues paper that discusses principles and a methodology for valuing public sector information. If more information is being published by agencies in the belief that this both fulfils a democratic promise and stimulates economic and social innovation, we should be mindful of the costs and benefits of this activity. At present we have little to guide us in estimating the value of information published by government.

This could be important as a reporting tool, but helpful also to agencies in deciding how to design a program for publishing public sector information. Key questions that we need to address include: What do we mean by value, and can we measure social as well as economic value? Who in the community, or what community projects, can derive value from published government information? Can we track information re-use – or innovation? Can Australia learn from developments in other countries? Which case studies best illustrate the value of published government information? Can we develop a comprehensive methodology or matrix that incorporates measurement or performance standards (metrics) that can be applied consistently across government publication activities?

MEETING THE CHALLENGES IN INFORMATION MANAGEMENT

The first point is to recognise that there is a challenge and to develop leadership to address it. The detailed and specialist program for this conference illustrates that the importance of effective records management is well understood by all participants in this conference, but how well is it understood beyond? Very patchy, is my anecdotal experience in my last two statutory positions.

In my former position as Commonwealth Ombudsman a recurring problem we encountered was that defective recordkeeping can cause great damage to people. An error as trifling as misspelling a person's name, misrecording

About the author

PROF JOHN MCMILLAN AO was appointed Australian Information Commissioner in November 2010, to head a new office responsible for freedom of information, privacy protection and advice to government on information management policy.

John was formerly the Commonwealth Ombudsman from 2003–2010; and the Integrity Commissioner (Acting) for the Australian Commission for Law Enforcement Integrity in 2007. He is an Emeritus Professor of the Australian National University, and is co-author of a leading student text, Control of Government Action.

John was a founding member in the 1970s of the Freedom of Information Campaign Committee, which led the public campaign for enactment of the *Freedom of Information Act 1982*. He is a National Fellow of the Institute of Public Administration Australia; a Fellow of the Australian Academy of Law; and former President of the Australian Institute of Administrative Law.

their date of birth or misfiling their application can result in a person being denied a benefit, being detained or being drawn into a maddening bureaucratic tangle. Nowhere was this clearer than in a study we undertook of unlawful immigration detention, which turned up cases of Australian citizens being detained due to simple and inexcusable recordkeeping errors.

In my current position as Information Commissioner, promoting open government reform, I was aware that the major problem to be tackled was that of cultural indifference or antipathy to freedom of information. Though the FOI Act was enacted nearly 30 years ago, it received little support from most senior public servants. They were open in their scepticism of the value of a law that required agencies to facilitate public access to government documents. Until that attitude changed to one of active leadership in promoting the public's information rights, the law would fall markedly short of its potential.

I'm pleased to say that the tide is turning. There is a recognition at all levels of the administration that better information management and disclosure is a government priority, and necessarily an agency priority. This is reinforced by a more vocal public that is intolerant of inefficient and closed administration and that is assertive and receiving an open and informative response to any enquiry.

The second challenge is to refine the rules and a framework for managing information. In a complex world with a multiplicity of agencies managing a vast and growing data storehouse, there have to be rules to ensure consistent practice of a high standard. Those rules must be understood and applied.

We have come a long way. Excellent guidance is available from a variety of sources, that include (to use national government examples) the National Archives Information Management Framework and metadata standards, the Australian Government Information Management Office web publishing guide, the Australian Bureau of Statistics Data Quality Framework, the Department of Defence Information Security Manual, the Attorney-General's Department Guidelines on Licensing Public Sector Information, the National Statistical Service Principles for Statistical Integration, the COAG National Government Information Sharing Strategy, and the Privacy Commissioner Information Privacy Principles. I would also add to the list the OAIC Open PSI principles.

The third challenge is to understand how far we have come and to build on that work. Australia can learn from other countries, but has done a considerable amount already. **iQ**

• This article is an extract from Prof John McMillan's keynote address at inForum in Darwin, September 2011.

Update on the ICA SAE

The International Council on Archives Section for Archival Education and Training (ICA SAE) is engaged in a number of projects, approved and funded by the ICA Programme Commission. These will be launched, reported on or presented as workshops at the ICA Congress in Brisbane in 2012.

BY **DR MARIAN HOY**, MRIM

CURRICULUM RESOURCES FOR DIGITAL RECORDKEEPING

SAE and partner organisations are developing curriculum resources for digital recordkeeping. As part of the evaluation and quality control, a workshop was held on 23 June in Rome at the University Roma Sapienza with participants from Sweden, Canada, USA, Japan, Italy, the Netherlands, Argentina, China, Germany and United Kingdom. Once finalised, the resources will be translated into French, German, Italian and Spanish in the first round, with other languages to follow.

DATABASE OF MULTILINGUAL ONLINE TERMS

SAE and partner organisations are developing an archives and records terminology database of multilingual online terms, starting with 300 terms based on previous ICA dictionaries and INTERPARES work. Terms will have reference sources from literature, standards etc, and the aim will be to have the dictionary accessible from the ICA website with some moderation. There will be options for variation of terms in the same language eg, English from a Canadian, UK, Australasia, USA perspective (ie, nation/ region based). Initial translations will be in English (Canada, UK, USA, Australia), German, French (France and Quebec), Swedish, Russian, Finnish, Dutch, Spanish (Castilian and Catalan), Italian, Chinese (Mandarin), Portuguese (Brazilian and Portugal) and Japanese.

NEW ONLINE DIRECTORY OF TRAINING PROVIDERS

SAE has developed a new online Directory of Archives and records education and training providers. It replaces a CD-ROM version that was released in 2004. The new online version of the Directory is in a format that will allow for easier entry by educational institutions and training providers and searching by practitioners, students and educators. The database is currently accessible through http://dirarchives.org/ and SAE encourages educators and trainers to register for membership at http://dirarchives.org/account. Application is through a moderated process. Individual institutions will have control over keeping

The International Council on Archives is a volunteer-based professional association of individual archivists, records managers and institutions such as archives and records authorities, local or municipal government bodies, community organisations and educators.

The International Council on Archives Section for Archival Education and Training (ICA SAE) aims to provide an international network for educators and trainers in archival science and all those interested in professional education and training. It engages in projects and holds conferences and workshops in different parts of the world.

their own information up to date. Loading of information has just started and so far, six continents, 25 countries and regions, 71 institutions/programs are represented. It would be great to see the Australasian institutions represented, so check out the links, think about adding material and if you have any queries, please email Marian at marihoy@bigpond.net.au.

TRAINING THE TRAINER RESOURCE PACK

Since 2004, SAE has been coordinating the translation of the Training the Trainer Resource Pack into a number of languages. So far translations are available in English. French, German, Bahasa Indonesian, Spanish and Portuguese. See http://www.ica-sae.org/. Translations into Arabic and Chinese (Mandarin) are currently underway, to be completed by the time of the ICA Congress.

SAE AT THE ICA CONGRESS 2012

SAE is currently planning for a number of events at the ICA 2012 Congress , through assisting speakers prepare abstracts for the call for papers, coordinating formal reporting on Programme Commission projects and planning its three main meetings. SAE is also keen to work with ICA Secretariat, Australasian professional associations and educators to facilitate the display of Australasian and international education and training courses in the exhibition area. **iQ**
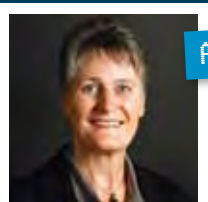
About the author

DR MARIAN HOY is Secretary ICA SAE. She has been on the committee since August 2004.
• She can be contacted at marihoy @bigpond.net.au.

Archiving in the digital context: future directions for Archives New Zealand

Archives New Zealand is developing a digital records archive which has prompted a rethink of how archiving can be achieved in a digital future. **GREG GOULDING**, Chief Archivist and General Manager of Archives New Zealand, describes a wholly digital context where paper and digital processes are harmonised and where access to the archives is increased as a result.

Greg Goulding

Congratulations on your appointment as Chief Archivist of Archives New Zealand earlier this year. Could you tell us something about your background, your origins and career?

I am a born and bred Cantabrian. I emerged in 1962. I had a bundle of different jobs before going to university. I was a high school dropout. I left in the middle of seventh form without a bursary and went to work as a shipping clerk in Christchurch importing magazines for publishers Gordon and Gotch.

I got an undergraduate degree in education and history at Canterbury University then did an honours degree in history graduating in 1988 before moving to Wellington and going to work for the National Archives in 1989. So, I'm a company man, as it were.

So your interests have always been in archives.

Well, there was the boyhood astronaut dream and stuff like that. But yes, archiving, and I'm interested in other aspects of how the public service works as well. I've managed to incorporate these into a career in Archives New Zealand. In 1994 I completed a postgraduate diploma in information management at University of New South Wales which enriched some of my thinking about the possibilities for an organisation like Archives New Zealand. I've done business planning, policy work, general management – all done in the context of the archiving world that continues to change and be interesting.

How has the job of Chief Archivist changed since your predecessor, Dianne Macaskill's time?

Since the beginning of Dianne's tenure, the job has changed a lot. We are more attuned and responsive to the needs of Māori than we were when Dianne first arrived. And, with the passage of the *Public Records Act 2005*, with a formally acknowledged constitutional function around the accountability and transparency of government, new roles and responsibilities have come our way like setting standards and delivering audits. These things were implicit with the previous legislation, but they are much more clearly a part of what we do and what we're here for under the Public Records Act.

Now we have the demands of the digital environment, everything about this and the opportunities presented are very much first and foremost in our thinking at the moment. This has

We don't want to have divergence in the process for paper as opposed to digital. We want to harmonise it as far as we can. This has been the single main strategic change and development that we've been pushing hard on in the last couple of years.

Archives New Zealand is no longer a separate government agency but a department within an enlarged Department of Internal Affairs. What benefits have come from this to the job you do?
The branch that we are part of is the Knowledge Information Research and Technology (KIRT) Branch. This contains a number of important functions – for example, the Office of the Government Chief Information Officer supporting Chief Executive Brendan Boyle in his role as Government Chief Information Officer. He is the Government's chief strategist for information technology and information use. Being in the same management team means that we're connected with the government's development of information management strategy in ways that we weren't before. We were always seeking to have an influence across government and providing recordkeeping standards and guidance for public agencies, but previously we didn't have that inner circle positioning that being part of this new branch gives us.

And then there are the other advantages that go with bigger organisations: scale and access internally to resources such as having a lawyer at the other end of the phone working for the department for legal services. This is the 'government facing' aspect of the work.

Being around the same table as National Library also means that we can discuss our 'public facing' end, where we share a lot of the same customers and what this means. It's a more straightforward exercise to work with them on as part of the same management team around, for example, how we work together to give our shared customers a better experience.

been the single main strategic change and development that we've been pushing hard on.

But, of course, since Dianne departed, the really significant change has been becoming part of the Department of Internal Affairs; being part of a bigger family rather than by ourselves, part of a broader organisation with all the opportunities that brings.

The New Zealand Government has allocated several million dollars for development of a digital records archive for Archives New Zealand. Why is this worth so much money and how is the agency undertaking the project?
The sum of $12.6m was allocated in the 2010 Budget over three and a half years plus some ongoing funding, with the best part still to be spent. We need to accelerate on the digital front with this investment for the digital archives. It's not just building a box to put digital archives into, but repurposing how to do the whole archives process from engagement with agencies through to delivering access at the front line. A digital archive is all those processes, not just a preservation box.

To build the Archives New Zealand of the future we have to look at all our processes doing their work in a digital context.

Publication this year of Archives New Zealand products like the series of TV shorts, *Moments in History*[1], have raised public interest. Is this another benefit or just happenstance?
We have always been working to increase our profile and generate some publicity about our holdings. A lot of the work we've been doing has come together in these short films. We'll be hoping to see more of that from being anchored to an organistion with more communications capacity.

Before the administrative changes, media reports[2] had the Public Service Association telling a parliamentary select committee that "downgrading the role of Chief Archivist to third tier manager within the Department of Internal Affairs would effectively disable it". Have you or the institution been disabled?
No, it certainly doesn't feel like that for the reasons I mention. I can see an opportunity to have more influence and to be a part of a broader influence than was there before. There's always bound to be pros and cons around whichever models you operate in. There can be some disadvantages to being in splendid isolation ie, outside a lot of the activities that are going on.

I've got support within Internal Affairs from the Chief Executive and Stephen Crombie who's in charge of KIRT. Their responsibility is to enable me to be successful in this key statutory role and they take that very seriously.

How have you dealt with difficulties created by the new environment?

When you're working for a big change, and merging with the Department of Internal Affairs, a lot of effort goes into that. It can distract an organisation from the work it has on its agenda. People have only so much headspace to deal with things. So, getting integrated, getting embedded, means you divert energy towards this process. That's a difficulty while you get things in place, and in a way it's like any investment, you have to put something in to get something out. It's the same with any change process. You work through it and then you note benefits on the other side. That's all it's meant to me. We did have to spend a lot of time trying to get it right.

What is the role of Archives New Zealand?

It's a two-headed thing – government facing and public facing – to implement the Public Records Act to assure New Zealanders that there is an authentic, reliable record of government activities, its actions and interactions. We must show the basis for good recordkeeping practice supported by the provision of standards, good advice and guidelines. We must demonstrate influence with other government agencies and ensure that they are keeping a good record of what they do.

We must ensure that, of all the records that Government creates, the very small percentage of them that will inform future generations and us about the crucial decisions made and the social impact of the actions over time is preserved and made available to people now and into the future and not just made available, but increasingly made more easily and better available, in a way that people can discover and re-use this information.

The other important role is around leadership. Archives New Zealand is the biggest centre of archival and recordkeeping expertise in the country and there is a certain responsibility that goes with that. This is partly demonstrated by the work we do with community archives and with local authorities, providing support and advice to assist others to develop archiving capability across the whole country. This is also reflected in the Public Records Act.

One of Archives New Zealand jobs is auditing the efficiency of government agency recordkeeping processes. How many government agencies have been audited so far and what, generally, have been your findings?

We've done 39. We aimed for 40, but in the last year one of the agencies got disestablished. The idea is to cover the 200 of the core public offices over a five-year period. We did pretty well for the first year, including a range of small to large public service departments and Crown entities, from 2000-seat organisations to two people and a support officer.

My impressions? I haven't had the report back on the overall view. There will be a report to Parliament around October. While I can't say what the overall impression is until we get everything drawn together broadly, it's not inconsistent with what we've been finding from surveys we've been doing with government agencies. Over the past five years they've been providing us with information on the basis of self-assessments of how they're doing and we've been reporting to Parliament annually on the recordkeeping practices.

It's interesting to see how the audits are perceived, what they would achieve and how the agencies will use them. I've always seen audit as a tool for continued improvement as opposed to something used to hit people over the head with. Saying "Here, you're failing in these areas" is not much help.

There are eight audit areas of general attributes from types of policies to security arrangements and how access is managed. This gives people a sense of where they are at and where they might want to put effort for development. Some agencies may need to make an effort in storage. Others might want to know better what they've got and to improve documentation management. Some of the agencies have been using the audits as a form of consultancy as a way of improving their processes.

What does the future hold for Archives New Zealand?

It's a really positive one. The fact that we do have the investment in developing the digital archives was a watershed moment for the organisation.

It's either you *are* the National Archives in your entirety and thus providing the digital archiving capability – that's what all the archiving in the future will be – or you're a museum and that function is carried out by someone else. Government has clearly said that Archives New Zealand is the organisation that does its archiving in whatever form it takes, as well as having the responsibilities around working with agencies to ensure they make good records in the first place.

The digital archive is still very much in development, but it is going to transform the organisation, transform some of the processes and ways we operate.

I think in five years' time we'll see a very different organisation that is really functioning as a digital archive. We're going to work with agencies to encourage them to be digital, to manage digital records rather than paper records. We want our digital archive to be filled with digital archives. We really want to get going on the digital route. This will be better for agencies and better for us. No point in making the investment if you're not going to use it for the intended purpose.

And there'll be lots more online access to archives as a result.

The Library and Archives Canada and the Netherlands National Archives have set dates for an end to paper records within government agencies. Realising that these dates are likely to be more for discussion than rigid adherence, has Archives New Zealand thought of any similar radical process?

They've set a date and that says they're serious about digital archives. We'll be telling agencies that we're serious about wanting digital archives. The reason for building the archive is for them to use it.

Setting a date is a way of taking action, but digital recordkeeping does just make good business sense anyway. Agencies should be looking at the benefits and they should be grabbing them. They should have confidence that Archives New Zealand will play its part. They couldn't previously because we didn't have that archiving capability and you could understand some reluctance to go down the digital path. That part of the puzzle is going to be in place soon, so barriers to really taking up digital recordkeeping are being removed.

What other interests do you have outside the archives business?

I play guitar and I actually played saxophone for a few bands in Christchurch, including a pop-rock band called Wax Tadpole. I don't think you would have heard of them. We imagined we were part of the leading edge, the vanguard of music. Nowadays I torment my family with my singing and guitar playing.

I play football, the real football, the one you do with your foot. I play for a team called the Karori Fossils, as in 'relics from a different age'. My days of aspiring to Wellington's top-line Phoenix team are somewhat passed. Once upon a time, though…

I've been a lifelong Wolverhampton Wanderers fan. I saw them playing Leeds in the 1973 FA Cup semifinal and I liked the look of them.

What personal aspirations do you hold?

I want to watch Wolves play at Molyneux, their home stadium. I'd like to travel more.

My immediate aspiration is to lead Archives New Zealand to re-establish itself in this new environment and take that step into being a fully-fledged part of the electronic 21st century information management environment, so we can look back and say, "Yes, we made that transition."

What is your personal benchmark for success?

Part of it is being happy in what you do, remaining interested and motivated, never thinking, "I can't wait for the clock to get to 5 o'clock". I find I'm never bored in the roles I've had at Archives New Zealand.

How would you like to be remembered?

Having made a contribution; helping Archives New Zealand work effectively with other organisations. In this business we can't be successful by ourselves, but we can by working with other contributors and drawing on shared expertise.

Building on the digital archiving platform created by National Library as we are doing with the Government Digital Archive has already established that. To me, this was the only sensible way forward. At one point, the question was: should we have a separate archive developed by Archives New Zealand because our needs are so separate and individual? That couldn't be the case. In order to be successful we have to be able to work with others.

iQ: **Thank you for your time, Greg, and the best of digital luck to you and Archives New Zealand.** *iQ*

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EDRMS planning: research applied to reality

An EDRMS project with the right team members in the right combination is the key to implementation success. Here's how the strategic use of seven key roles maximises end users' adoption of the EDRMS.

BY **MICHELLE LINTON** AND **KEVIN DWYER**

Story snapshot

- Gaining adoption of the EDRMS as the repository of choice requires a strategic approach right from the planning stage of a project.

- Having a change manager and business representatives on the project team increases the project's success rate.

- Make sure the gaps in the team's capabilities are identified early on and work on acquiring those skill sets via specialist support.

EDRMS implementation has evolved. Recognition that a successful implementation requires adoption, not just software installation, has become the norm in the 2010s. Project managers are investing the extra effort in planning strategically to drive adoption. As a result, project team members are starting to work towards the common goal of user preference of the EDRMS as the repository of choice. There's a long way to go before all is harmonious, and even further before it's easy. However, we've moved beyond the 'just another software rollout' mentality that dominated the project approach up to 2009.

At inForum 2011 we presented the research project 'Training and change models for EDRMS: what's passing and failing?' The presentation provided industry data on success factors for EDRMS adoption. Success factors consistently increased success by five to 20 percentage points for no dollar increase in costs in most cases – great news for any organisation undertaking an implementation!

With the data analysed, the question quickly arises, "How do you apply the insights from the research statistics at the coalface?" This is especially relevant for an EDRMS implementation as each organisation has unique constraints and culture that necessitates a differentiated application of the rules of success. In this article we'll take a look at the planning stage of a project and provide guidelines for getting the most out of the roles of success.

KEY ROLES FOR SUCCESS

The statistics tell us that an EDRMS project team relies on seven key roles for success. Projects without the full contingent of these key roles were less successful than average. For instance, projects that included a change manager and business representatives lifted the success rate from the norm of 75% to more than 95% but only 35% and 20% respectively of EDRMS rollout projects included these roles.

The seven key EDRMS rollout roles:

1 Project Manager

2 Record Manager

3 IT Manager

4 EDRMS Manager

5 Change Manager

6 L&D Manager

7 Business Representatives

Including a change manager and business representatives in the project team is an easy decision with this information in hand.

The latter is a no dollar cost inclusion, although it requires additional project management time to manage. Including business representatives on the project team ensures end user viewpoints are front of mind at all times. However, these people require education on the vision, scope and technicalities of the project in order to make a valuable contribution. If they are poorly managed, the project may be undermined by a series of self-centred demands. Business representatives may be included in the project teams in two ways. Business representatives may be part of a steering committee providing informed input at regular meetings or business representatives may provide evaluation of the configuration at various critical points and the business rules.[1]

Including a change manager is often not a zero cost option with external recruits required. However, given the need to change people's behaviours to drive adoption of the EDRMS when users have the choice not to, a skilled change manager is a necessity. This is backed by the survey results showing a failure rate of 83% where organisations did not utilise a communications strategy – on reflection a much higher cost than the inclusion of a specialised change manager.

Another key finding of the research project related to the recruitment of the project team was the low rate of success of project managers who had previously only performed a software rollout (50%), as compared to project managers with previous EDRMS rollout experience (92%) and no rollout experience (85%).

There are many constraints which may prevent a project from appointing a project manager with the ideal EDRMS rollout experience. Those projects led by managers with less than ideal credentials are most likely to have failed because they did not recognise and address the weakness. A project manager with only software rollout experience will not have experienced the challenges of changing end user behaviour to achieve adoption of the EDRMS as a choice. In most software rollouts end users have no choice but to use the software, therefore the project manager only experienced in software rollout may not place sufficient emphasis on change management or training design and delivery.

IDENTIFYING SKILL SETS

When it comes to thinking about filling all of the roles, the immediate impression is of a lot of roles at an advanced level, especially given that even a small rollout to 200 staff may take 12 months or more and require input from these roles over that time to improve success rates.

The key is to identify the skill sets associated with each role and ensure they are fully represented on your project team. For example, the project manager is also likely to have the skills sets of being the EDRMS, record or IT manager, or the EDRMS manager may need to have the skills to create the change or training program.

To give yourself the highest chance of success, take the responsibility of identifying the skill set and required level of skill in each role seriously. Be careful not to take short cuts, or frame the team to look stronger than they really are, to convince yourself or your managers that all bases are covered. Taking short cuts will only weaken your project.

However, if there are gaps, it is good to know what they are. You can manage the risks to the project early by creating risk treatment plans. For instance, if your project team does not include managerial skills at the IT manager level but does include an IT staff member, you risk a lower level of IT support and slower action on the system. Develop a relationship with the IT manager external to the project team to create the opportunity to ensure clear communications between the staff member and the manager and place your project in a position to receive priority treatment.

It is important to note that not all roles require knowledge of the organisation or the business it performs, but that knowledge must exist within the team and be transferable. Also, external resources can be contracted on an 'as needs' basis to cost effectively fill specialist skill shortages. Knowing the gaps in capability places you in the position to ensure you have specialists in the areas of weakness supporting the project. By doing so your project has every opportunity to be a success.

KEY CAPABILITIES

The key capabilities of each role and the likely source of people to fulfil the role are depicted in the table on the right. **iQ**

ROLE	KEY CAPABILITIES
Project Manager	• Adaptability • Business acumen • Communication (oral, writing, presenting and facilitating) • Project and contract management • Results orientation • Risk management • Strategic and conceptual thinking • Systems and technology awareness • Working in and building teams
EDRMS Manager	• Provide business solutions • Analytical skills • Communication (oral, presenting) • EDRMS software knowledge • Technology awareness • Managing performance of self and teams
Record Manager	• Business knowledge • Communication (oral, writing) • Legislative knowledge • Record management practices • Recordkeeping practice (day to day) • Managing performance of self and teams
IT Manager	• Business acumen • Project planning • Results orientation • Risk management • Strategic and conceptual thinking • Technology and systems awareness
Change Manager	• Analytical skills • Business insight • Communication (oral, writing, presentation, facilitation) • Outcomes-focused change techniques • Results orientation • Risk management • Strategic and conceptual thinking • Working in and building teams
L&D Manager	• Analytical skills • Communication (writing, presentation, facilitation) • EDRMS knowledge • Record management awareness • Results orientation • Training design and development (multiple modes)
Business Representatives	• Reasoning skills • Business process knowledge • Communication skills (oral) • Working in teams

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About the authors

MICHELLE LINTON, Managing Director, Linked Training
Michelle is a Learning & Development professional with 24 years' experience in the planning, design and delivery of training programs. Michelle has developed and delivered innovative, outcome focused EDRMS training for over 30 government and private organisations since 2005. Michelle's pragmatic approach to learning strategies leading to application adoption has been enthusiastically welcomed by the industry, and she is a regular speaker at RIM events and contributor to industry magazines. Linked Training is the training partner in the REX project which was awarded the J.Eddis Linton Award for Excellence – Most outstanding group in 2010.
• She can be contacted at Michelle@LinkedTraining.com.au

KEVIN DWYER, Director, Change Factory
Kevin is a Change Management professional with more than 30 years' experience in the planning, design and delivery of change management programs. Since 2001, and the establishment of Change Factory, he has been involved in many Change Management projects ranging from re-engineering of customs processes to reduce risk to creating and revising performance management systems to improve customer service outcomes at five-star resorts. His first EDRMS project was as the Change Management partner for the REX project which was awarded the J.Eddis Linton Award for Excellence – Most outstanding group in 2010.
• He can be contacted at Kevin.Dwyer@changefactory.com.au

Story snapshot

This article describes how UnitingCare Wesley Port Adelaide has approached:

- communicating key records management principles and ideas

- engaging program areas in identifying and preserving key records

- boosting compliance and engagement with current records management systems.

Where history meets current records

The continued growth of an organisation presents the challenge of establishing a comprehensive and workable recordkeeping system. In the case of UnitingCare Wesley Port Adelaide, the discovery of valuable historical items complemented the implementation of a new records management system.

In the past five to six years, UnitingCare Wesley Port Adelaide (UCWPA) has recognised that it is a growing organisation that needs improved systems to support and sustain that growth.

Records management has also been highlighted by increased standardisation of aged care and community services businesses and the need to provide clear evidence of performance during quality audits and accreditation processes.

UCWPA recognises that 'organisation-wide' responsibilities such as privacy can be better achieved by standardising records management practices across the organisation.

THE UCWPA RECORDKEEPING SYSTEM GETS GOING

UCWPA engaged a consultant to design the system and make recommendations around staffing and resources.

A key recommendation of the consultancy was that UCWPA employ a professional records manager to further develop and implement the system and to:

- promote good practices

- implement the system throughout UCWPA

- manage our archival and semi-active records

- explore our future recordkeeping needs.

Establishing a dedicated records management role was an important step for UCWPA but one records manager for an organisation of more than 1,000 is still pretty challenging.

Managers and administrative staff in the program areas are thus relied upon heavily to enable successful rollout of the new system. The new system is being gradually implemented as program areas become ready to take up the changes.

Trying to improve records management 'on a budget' has involved a level of pragmatism in how the new system is rolled out, focusing attention on new programs coming into UCWPA (so they start out right) or areas where things are clearly more broken than others (such as needs arising from audits). A waiting list of areas are increasingly keen to come into the new system.

KEY PRINCIPLES OF OUR RECORDS MANAGEMENT SYSTEM

Funds are not available for a centrally-managed electronic document and records management system, so a relatively manual approach has been undertaken.

The system can, however, be applied to paper records or to records stored in folders on the UCWPA Network (with access groups established to restrict access to folders as required). The key principles of UCWPA's records management system are:

- a decentralised system based upon *Workgroups*, applying to both paper and electronic records

- records grouped and described at the *file* level

- a spreadsheet file register to track and uniquely number files

- standardised file naming based on *function*, *activity* (controlled terms) and *subject* (free text)

- grouping of records and naming of files is linked to their current use AND eventual disposal.

Grouping and registering records at the file level is practical, not too much work for users and gives context to the documents.

Standardising how records are described is a key component of the system.

EDUCATING STAFF ON A BUDGET

Educating staff about the need for good recordkeeping remains a top priority. Staff often have a low base of understanding and minimal interest about records management.

Technology and internal communications at UCWPA are average at best. In an organisation of about 1,000 staff only 300 have network user logins. Program staff members are excellent at their core business roles but can lack basic computing and administrative skills.

Most programs run year-to-year with funding covering not much more than the community workers who deliver the program to the clients. Programs end on short notice if government funding runs out. Few staff are available to backfill vacancies, so handover between staff is limited.

It's also a reality that implementation of the new system will be, for some program areas, a few years away. Part of the record manager's role is to keep the ideas alive and encourage incremental improvement where possible.

Some of the key messages to convey across UCWPA include:

- Every program is part of something bigger (UCWPA).

- Every program/unit creates records that tell part of the UCWPA story.

- Consistent records management (particularly client records) demonstrates impartiality and fairness.

- The relationship between good recordkeeping and legislative compliance is strong.

About UnitingCare Wesley Port Adelaide

UnitingCare Wesley Port Adelaide (UCWPA), formerly Port Adelaide Central Mission, is a non-government and not-for-profit organisation.

Established in 1919, UCWPA has been providing community support services to the western and northern metropolitan areas of Adelaide for nearly 90 years, and also provides services across rural and regional South Australia.

A very diverse range of programs operate under the UCWPA umbrella including:

- Aged Care

- Community Mental Health

- Family Support and Emergency Assistance

- Homelessness and Youth Services

- Disability Employment

- Aboriginal Partnerships

The organisation has about 1,000 employees and 120 volunteers. We operate more than 50 programs in more than 30 sites. Some sites are large and complex in themselves (like an aged-care facility). Some sites consist of two staff and a shopfront.

Most UCWPA programs rely upon external funding, particularly from State and Federal Government. Funding contracts vary and can include specific requirements regarding the creation, storage and eventual disposal of records.

UCWPA has traditionally run on very tight margins with the bulk of funds allocated to direct service delivery. Only a small margin is preserved for 'administrative infrastructure' such as records management. As new programs have been established, the staff have typically 'done their best' with their records, making little attempt to standardise across the organisation.

- UCWPA values good recordkeeping (as do our funding bodies).

- UCWPA has employed a specialist to assist and help is available.

A lot of effort goes into ongoing communications, with regular articles in the internal newsletter, talking at organisational forums etc, but the messages are pretty dry and in general don't capture the imagination of staff easily.

DOCUMENTING THE SYSTEM
A suite of tools has been developed to document and underpin the new system.

– **An RM section** on the intranet provides information about our system and quick access to our records management tools.

– **An RM policy** sets out UCWPA's commitment to the standards that have been adopted and the minimum acceptable recordkeeping practices that are required.

– **An RM procedures manual,** forms and templates document every aspect of the new system.

The procedure manual is very comprehensive but can be a little daunting for users, so short 'RM quick guides' have been created to 'unpack' the procedures allowing users to pick out just the steps they need for a particular task. These quick guides have been very well received and users can request guides on new topics as the need arises.

COLLABORATING TO DEVELOP OUR CORE THESAURUS TERMS
Commencing implementation with the CEO and senior managers really helped in communicating the messages about good recordkeeping. They needed to understand the key principles and acknowledge the benefits in order to successfully develop the terms.

NON-CURRENT RECORDS STORAGE
When the records manager started at UCWPA, current recordkeeping was the priority. After going out to meet people at the various sites, it became clear that **space** was the big issue at the program level.

Many programs operated from small offices or shopfronts. Prior to the arrival of a records manager, program areas had no clear ideas about what needed to be kept. Because UCWPA workers knew that client records were 'sensitive and important', this typically meant they just kept everything. An old warehouse at one of the aged-care facilities had been coopted as a 'drop spot' for old records (about 600 boxes). Many boxes were unlabelled, unlisted and falling apart. In some sites old records were down in the basement or even an old shower cubicle!

Non-current records storage was centralised using consignment-based warehouse management practices. Only numbered and listed records in records-quality boxes can now be transferred. The contents of every box already in the warehouse were numbered and listed. The boxes were also sentenced against the disposal classes to reduce holdings by about 25%.

A practice was instigated where the records manager worked with program areas to teach them how to use the new procedures and how to apply disposal classes to their records. This process continues and, for many program areas, it has been a great introduction to improved records management practices.

Eventually the warehouse got filled up (about 1,000 boxes) and tenders went out for an external storage provider. Outsourcing this part of the business was cost-effective, reduced drain on the record manager's time and is providing a far superior service for all sites.

THE HISTORICAL COLLECTION
A well-managed non-current records program was a useful addition to UCWPA but didn't really capture the imagination of most staff. Establishing the Historical Collection was the 'missing piece' in selling records management to the organisation.

The Historical Collection has become a 'foot in the door' to opening dialogue with many sections of such a diverse organisation. Our dialogue often opens with "I've found some interesting things you might like for the Historical Collection", moving on to "What's important to keep from our program's records?" to "How can we keep better records?"

Adding the Historical Collection to the record manager's role has also attracted a number of high-calibre volunteers, expanding the resources and skills available for records management within UCWPA. The volunteers have become involved in other records management tasks.

The Sunday Club oral history project
The recent oral history project involved recording recollections from Aboriginal people who attended Sunday Club activities programs as children.

Sunday Club is an umbrella name for a suite of groundbreaking community development programs undertaken in collaboration with the local Aboriginal community between 1969 and 1975. It began as an activities program for Aboriginal children but grew to include and empower many members of the local Aboriginal community. The program was eventually handed over to full Aboriginal management in 1975.

The Sunday Club programs changed the way UCWPA undertook community development by putting the emphasis on treating participants as equals with skills and qualities that can be nurtured.

The Sunday Club records were discovered whilst 'cleaning out' unidentified records stored in the back room at one of the sites. The staff knew nothing about the records as several defunct programs had probably occupied the space before them. The records seemed to belong to the same series and so began the task of piecing together the puzzle. It became clear that these were the official records of Garry Killington, the first professional social worker to be employed by the organisation back in the late 1960s and an important figure in the history of social welfare in South Australia.

A large section of the records concerned the Sunday Club suite of Aboriginal community development projects. The records told a good story and it was evident that UCWPA was in possession of a valuable series.

The Sunday Club children

Left: Mrs (Auntie) Josie Agius (Aboriginal Elder of the Kaurna People) explores the Sunday Club photo album. **Middle:** Visitors enjoying the exhibition.
Right: Peter Bicknell (Chairman of UCWPA Board) discusses an exhibition panel with Auntie Josie.

The records had not fared well in the years since they had been created, displaying water damage, mould, insect attack and gaps. To preserve the series would require expenditure. Enter SA175 funding, available from History SA for projects celebrating the 175th anniversary of our state. The Sunday Club records was a good body of documentation, supplemented by great photographs relating to the program and other sources such as newspapers and Board minutes.

The 'official story' of the Sunday Club could be easily told but what was really missing was testimony from the kids, parents and leaders who made the program so successful. Forty years on, it was timely to attempt to capture those memories for the future in order to help balance the extant record of this program.

With the support of a small SA175 grant, the following project was made possible:

- Process, preserve and describe all extant records of the Sunday Club.

- Hold an oral history workshop where former participants would meet, look through and hopefully identify photographs in the Sunday Club collection, and record their recollections in audio/visual format.

- Combine the photographs, official records and oral history testimony into a public exhibition, timed to coincide with Reconciliation Week.

This oral history project galvanised so many people from many sections of the organisation and has had great spin-offs in terms of legitimising and raising the profile of UCWPA's ongoing current recordkeeping program.

Organising the oral history workshop (held in February 2011) presented the opportunity to contact sections of the organisation that have previously put recordkeeping very low on the priority list. It was a chance to demonstrate how to use historical records to celebrate significant achievements from UCWPA's past whilst showcasing current programs that have grown from and extended that original relationship with the community. These program areas subsequently started looking at their record holdings, preserving significant items for the future.

Calls went out across the organisation for volunteer workshop/exhibition helpers, involving other parts of the organisation in preserving our history and raising historical awareness generally. One workshop volunteer was so engaged by the project that he recently took annual leave to attend further oral history training.

The records manager has prepared stories for the organisation's internal magazine, describing the project's progress and emphasising the value of preserving our heritage. This had led to calls from other parts of the organisation who believe they too have a good story to tell. This has given rise to conversations with several managers about the value of records that their programs hold and the need for better control over these records.

The project attracted external media interest. This was a great opportunity to demonstrate the value of our preserved heritage, particularly to senior management and our Board.

So this little project – drawn from the Historical Collection – has allowed for a number of things including:

- preserving significant archival records

- extending the historical record of the Sunday Club program

- creating an organisation-wide event based on historical records

- raising the profile of the record manager's role within UCWPA

- celebrating UCWPA's longstanding partnership with the Aboriginal community

- promoting UCWPA externally.

THREE PIECES OF THE PUZZLE

Improved records management practices at UCWPA have benefitted from having all three pieces of the 'records' puzzle in place: current recordkeeping, non-current records and the Historical Collection.

Each component can be used to support the other.

This is still a work in progress, of course, and over time many aspects of UCWPA's systems and approaches may change, but it is a valuable approach for the organisation. iQ
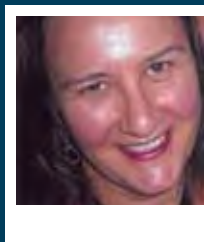
About the author

NOELA BAJJALI is the Recordkeeping Coordinator for UnitingCare Wesley Port Adelaide. She is currently implementing a records management system across the organisation as well as managing the UCWPA Historical Collection. Noela has been working in the Information Management sphere since 1985. Her work experience has been centred in the government and not-for-profit sectors and has ranged from traditional Archival Management and implementation and administration of electronic Document and Records Management systems to web management, e-learning and Knowledge Management.

MoReq2010 –
A specification that matters for the management of electronic records

Traditionally electronic records management systems have been centralised systems and often the sole repository for an organisation. Now MoReq2010 offers an alternative approach to records management which focuses on all the business systems of an organisation.

BY **ANDREW WARLAND**,
WITH ADDITIONAL INPUT FROM **JAMES LAPPIN**

Story snapshot

- Unlike MoReq and MoReq2, MoReq2010 addresses the management of electronic records in any business system.

- Interoperability between all MoReq compliant systems is made possible through a common XML language.

- Aggregations replace files. Aggregations can have an unlimited number of hierarchies, are flexible and reflect real usage.

The Europe-based DLM Forum Foundation published MoReq2010[1] in May 2011.

MoReq2010 is a complete rewrite from the previous version, MoReq2 (published in 2008) and the earlier original MoReq (published in March 2001).[2]

Unlike the United States Standard, DOD 5015.2-STD[3], updated in April 2007, MoReq has been largely invisible and unknown to records managers in Australia and New Zealand because of the existence of local standards for the management of electronic records, including:

• The National Archives of Australia (NAA)'s *Specifications for Electronic Records Management Systems (ERMS) Software* and the related *Specifications for Business Information Systems Software*.[4]

• The International Council on Archives (ICA)'s *Functional Requirements for Records in Electronic Office Requirements, Module 2 – Guidelines and Functional Requirements for Electronic Management Systems*, and the related Module 3 – Guidelines and Functional Requirements for Records in Business Systems, both adopted as standards by Archives New Zealand.[5]

These documents make reference to MoReq and MoReq2. Records managers in Australia and New Zealand should become familiar with MoReq2010 and its potential implications for standards in Australia and New Zealand because it addresses the management of electronic records in *any* business system, not only in traditional ERMS/EDRMS applications.

MoReq/MoReq2 vs MoReq2010

Both MoReq and MoReq2 emphasised the central importance of an electronic records management system, or ERMS. Both documents had similar objectives in their introductions:

• To provide guidance to organisations wishing to acquire ERMS

• As a tool to audit or check an existing ERMS

• As a reference document for use in training or teaching

• To guide product development by ERMS suppliers and developers

• To help define the nature of outsourced records management solutions.

MoReq2 included new sections to support the testing of ERMS software for compliance with the standard.

Both MoReq and MoReq2 were based on the premise of a central ERMS being acquired and implemented by organisations to manage unstructured records – the types of records that are primarily stored in network drives and email systems.

In fact, section 1.2 'Emphasis and Limitations of this Specification' in both documents explicitly excluded the management of "structured data … stored under the management of a data processing application".[6]

MoReq2010, on the other hand, extends the importance and need for recordkeeping requirements to be made available in *all* business systems.

In doing so, it establishes "… a definition of a common set of core services that [can be] shared by *many different types* of records systems".[7]

To become a 'MoReq2010 compliant records system' (MCRS), a system or product will need to have all the core services incorporated in its design. These services – for example, the classification service – may then be shared with other systems in the organisation.
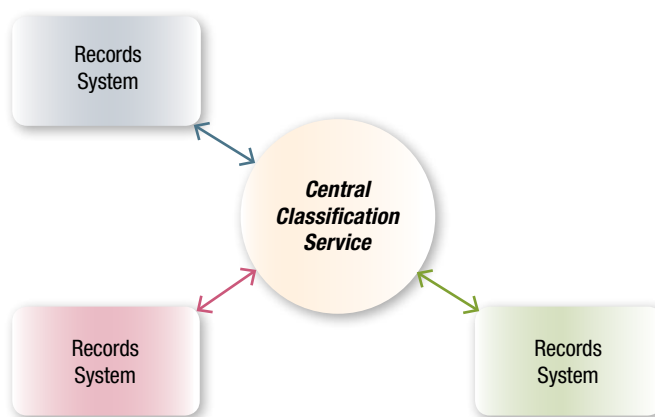

Figure 1 – Page 24 of MoReq2010
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In one sense, MoReq2010 (over 500 pages in Volume 1, compared with just over 200 in MoReq2) merges concepts relating to ERMS and Business Information Systems that were previously separate (for example in the ICA and NAA standards).

THE IMPORTANCE OF MoReq2010 TO AUSTRALIA AND NEW ZEALAND

MoReq2010 is important to records managers, and to recordkeeping, in Australia and New Zealand for several reasons.

• It de-emphasises, but does not remove, the idea of an ERMS being the central or sole recordkeeping system or repository for organisations.

• It aims to make it possible for all line of business systems to incorporate a minimum, defined level of recordkeeping functionality.

• It provides for interoperability between all MoReq compliant systems, based on a common XML language.

IS MoReq2010 THE DEATH KNELL FOR ERMS SOLUTIONS?

The idea of acquiring and implementing a central ERMS to manage both paper and electronic records has been one of the cornerstones of best practice recordkeeping in Australia and New Zealand. Whether the implementations of these systems have always been successful is moot.

In May 2011, James Lappin, a UK-based records management consultant and trainer, wrote an article about the release of MoReq2010 in his blog 'Thinking Records'[8].

He suggested that traditional systems used to manage electronic documents and records were not so much dead in the water, but had "lost momentum".

Lappin proposed two specific reasons for this situation:

• The global financial crisis (GFC) from 2008 that limited the ability of organisations to acquire and implement often expensive ERMS solutions.

• The phenomenal rise in market share of Microsoft SharePoint, which has some records management features but does not fully comply with the various Australian and New Zealand standards for the management of electronic records.

In some ways, SharePoint 2010 has the potential to take – and may have already taken – the ERMS wind from the records manager's sails. More often than not, it is implemented by IT units that have little knowledge of or interest in its capacity to manage records, and with sometimes little input from records managers who may not even be aware of the implementation.

A series of interrelated user-environment issues may have played a part in the loss of momentum of ERMS solutions. These have included:

• Useability and take up rates of the ERMS – these solutions are sometimes seen as 'yet another system' to manage the same records stored in network drives and email systems. They often include a classification structure that (a) doesn't make sense to most end users, and (b) is not the way those users see and categorise their world.

• The ongoing availability of and access to alternative places to store information, including network drives and email folders, and cloud-based storage and email solutions.

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2 'MoReq' is the shorthand form for 'Model Requirements for the Management of Electronic Records' and was originally conceived from one of 10 actions points arising from a meeting of the DLM Forum in 1996. The DLM Forum was formed at the recommendation of the European Council in June 1994, to promote greater cooperation between European governments on the management of archives. The acronym DLM is French for 'Données Lisibles par Machine', or 'machine-readable data'. A potted history of MoReq can be found in section 1.3 'Background' of MoReq2010.
3 United States Department of Defense, April 2007, *Electronic Records Management Software Applications - Design Criteria Standard*, http://www.dtic.mil/whs/directives/corres/pdf/501502std.pdf
4 http://www.naa.gov.au/records-management/publications/erms-guidelines.aspx and http://www.naa.gov.au/records-management/publications/BIS.aspx
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10 MoReq2010, section 1.3.4 'MoReq2010', page 18
11 MoReq2, page 22 and following.
12 MoReq2010, section 1.4.5 'Classification and Aggregation', page 25 and following, and in more detail in part 5 'Classification Service'.
13 MoReq2010, Part 5 'Classification Service', page 70.
14 MoReq2010, Part 6, 'Records Service', page 77.

• The rise and general availability of social networking tools and mobile applications used to create and share new forms of information content, and collaborate and communicate, including wikis, blogs, Twitter, Facebook and similar solutions, often in an almost parallel 'personal' world to the official record.

• The inability of ERMS solutions to manage structured data or to maintain and reproduce easily the diverse range of content created and stored in products like SharePoint. Indeed, one reasonably well-known product has been described as an archive for SharePoint, even though the latter can quite easily manage its own archives.

• The rise of search as a tool to find relevant information in context.

• The change from unstructured to structured in XML-based documents now generated by products such as Microsoft Office 2007 and 2010.

FROM ERMS-CENTRIC TO BUSINESS SYSTEMS-CENTRIC RECORDS MANAGEMENT

Section 1.3 "Background" of MoReq2010 provides a simple summary of the changes from the original 'model specifications' of MoReq.

It outlines the change in emphasis from "a single centralised repository model" (eg, an ERMS) to the need for "modular specifications" so that all business systems are able to manage records "in situ … rather than duplicating them (in a) centralised repository".[9]

As Lappin noted in his blog:"MoReq2010 has been written to encourage different models of records management system to emerge ... All MoReq2010 compliant systems have to comply with a core set of requirements.

Unlike MoReq and MoReq2, MoReq2010 does not presuppose the implementation of a single, central electronic records management system. That option remains but organisations may also opt to ensure that other business applications are, or are configured to be, MoReq2010 compliant records systems.

Like its predecessors, MoReq2010 also comes with a pre-testing and certification regime.

This now means that vendors of any product (not just ERMS) will be unable to claim compliance with MoReq2010 unless their products have been tested by a MoReq2010 test centre. The test centre will validate that their product meets the requirements of all the core services, and any of the additional modules that the vendor wishes their product to be tested against.[10]

AGGREGATIONS AND CLASSIFICATIONS

Lappin noted that one of the major shifts from MoReq/MoReq2 to MoReq2010 is the replacement of the concept of a file with the concept of aggregation. Unlike files, aggregations can have an unlimited number of hierarchical levels.

Both MoReq and MoReq2 included discussion about these two terms but considered aggregations to be equivalent to a (physical paradigm) file.[11]

MoReq2010 offers a new definition of aggregation, noting that these may be "based on any organisational requirement or criteria, not business context alone" – a reference to the use of functions and activities to define context.

It notes that aggregations need to be flexible and lend themselves to "real world usage" because that is how users see their world.[12]

MoReq2010 does not abandon the concept of classification based on functions, activities and transactions, and underlines that need for records to continue to be classified in this way "… to link the record with the business process that generated it".[13]

However, it also notes that records may be placed within *aggregations*, a recognition (among other things) that users do not always see their records in the same contextual construct as records managers. It also recognises that records in aggregations may fall under different business classifications.

Aggregations can enhance "… the semantic understanding of records", and can "collectively provide a vivid descriptive narrative of its subject".[14]

This revised definition in many ways confirms the need for both classification and aggregation systems to live side-by-side in any system used to manage records.

Figure 2 – The relationship between classifications and aggregations.
MoReq2010, page 25
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Class Aggregation
Relationship Record
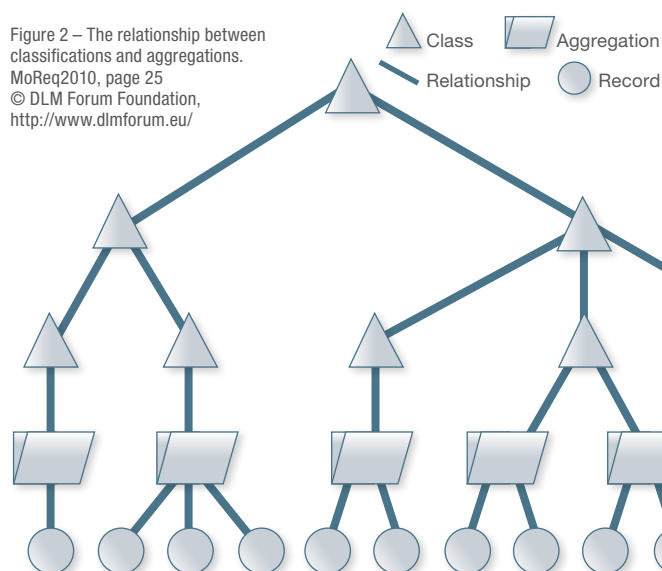
About the authors

ANDREW WARLAND is a Sydney, NSW-based information and records management consultant who has spent close to 30 years in the information management field both in Federal Government and as a consultant to a range of private and public sector organisations in Australia and New Zealand. He currently works in local government. His primary area of interest is the way people use technology to manage information now and into the future.

JAMES LAPPIN is an independent records management consultant and trainer, based in the UK. His blog *Thinking Records*, can be found at www.thinkingrecords.co.uk. He contributes to three series of records management podcasts: *ECM talk, Records management today and Musing over MoReq2010*.

ONE CORPORATE REPOSITORY OR ERMS IS NOT NECESSARILY THE SOLUTION

As noted above, a key shift from MoReq2 to MoReq2010 is the reduction in emphasis of the concept of a single ERMS. Instead, systems used to store records can either share services (eg, classification) with a MoReq2010 compliant records system or become compliant in their own right. **iQ**

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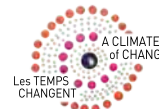
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In the shadow of the cloud
– technology in the RIM workspace

In 2008 RIM Professionals Australasia conducted its first Technology Survey, on which the authors reported in a previous issue.[1] At the time, it was recognised that the greatest value to professionals would come from a longitudinal study, enabling 'flash in the pan' innovation to be sorted from durable change that has implications for the work and education of RIM professionals. This article – in two parts in this issue of *iQ* and the next – reports results from the RIM Professionals Australasia 2010 Technology Survey, which has enabled a longitudinal view of data first gathered in 2008.

BY **MARK BROGAN** AND **DAVID ROBERTS**

RIMPA 2010 Technology Survey – Part 1

If a week is a long time in politics, what can be said of two years in information technology? The first RIM Professionals Australasia (or RMAA, as it was then known) Technology Survey in 2008 took place against a back drop of the Global Financial Crisis (GFC), something that did not augur well for RIM. On the technology front, there was talk of an impending revolution called 'cloud computing' in which applications and data would migrate to the Internet and where Software would be delivered as a Service (SaaS).[2]

A new paradigm for the Web called Web 2.0 had become well established, bringing with it various forms of social computing that encompassed messaging, user-generated content and online community. Implications of Web 2.0 for RIM were beginning to be debated.[3] Wireless had also become well established and powerful, putting us on a trajectory of mobile and ubiquitous computing. How RIM would operate in the new era of mobile computing was also exercising people's minds, as Apple's *iPhone* and *iPad* became the staples of dinner time conversation. With HTC's Android smart phone, pundits predicted an end to the reign of Blackberry.

Two years on, it is clear that progress has been uneven in terms of the technology fare first identified in 2008. The cloud revolution and SaaS remain a revolution waiting. If the cloud remains stuck on the horizon, some other new technologies identified in 2008 have moved to the mainstream. Like its predecessor, the 2010 survey provided rich insight into how technology is shaping the RIM space.

PARTICIPATION

Responses were down from 630 in 2008 to 242 in 2010. We can only speculate about the reasons for this fall. Perhaps many RIM professionals are under greater time pressures than two years ago and found it more difficult to commit the time required to complete the survey. For others, design issues may have played a role. On the positive side, the decision to run with a survey substantially unchanged from 2008 opened up, for the first time, the possibility of longitudinal analysis and interpretation. Indeed, the analysis and interpretation that follows contains some analysis of this kind. However, such an outcome was never going to be achieved without some pain. In addition to a fall-off in the response, skip rates increased from 2008. It is conceivable that skip rates also represent a degree of frustration on the part of respondents with the length and/or design of the survey.

It is now three years since the survey and a major re-design of the instrument is planned. In addition to design issues, a range of developments and products that have emerged or risen to prominence since 2008 will need to be included in further iterations. One important change, captured in the 2010 survey, was the arrival of Windows 7. Alas the change from PDAs to smart phones (iPhone and Android) did not make it in, along with MS Office 2010 and Windows Server 2008 (network OS). These and other new products and developments made their appearance only in the 'Other (please specify)' option area of the survey, where this was available. To increase relevance and to improve validity and reliability, the authors have attempted to work with free text response data, particularly where analysis served to fill gaps created by a lack of form options or currency. Looking forward, design of the 2012 survey presents as a challenging task, if opportunities for longitudinal analysis with respect to the 2008-10 data are to be preserved.

By way of explanation of the nature and limitations of the research, it is also particularly important to remember that the percentage of respondents we report as answering a question in a particular way is the percentage of respondents *who answered that question*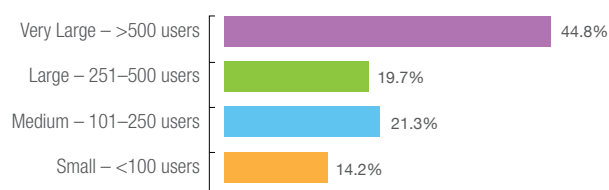, not the percentage of the total number of the survey population. Where the skip rate for a question is high, the percentage of respondents answering a question in a particular way represents a much smaller percentage of the total survey population. In common with the previous analysis, the 2010 analysis also involves no IP number or domain name attribution, leaving unanswered the question of *how many host organisations participated in the survey*. Consequently, the 2010 survey, like its predecessor, makes no claim to be a reliable comparative guide to organisational technology adoption outcomes.

DEMOGRAPHY

The population for the 2010 survey once more comprised subscribers to the RIM Professionals Australasia Listserv and Forum.[4] We have already noted the extent to which responses were down compared with 2008.[5] The demography of the survey response was similar to 2008. In 2008, data analysis showed that the typical respondent was female (65.2%) and under the age of 45 (53.6%). The largest cohort was found in the 36-45 year age group (30.3%). In 2010, the gender imbalance between males and females has not significantly changed (females= 65.1%). However, the majority of respondents are 45 or older (56.4%) with the largest cohort comprising the 45-55 year age group (39.1%). As was the case two years ago, the typical survey respondent was Australian hailing from New South Wales (24.1%), Queensland (15.8%) or Victoria (13.3%). The biggest cohort of international respondents was once again regional, hailing from New Zealand (16.6%). Unlike the 2008 survey, no other international responses were recorded.

Distribution by employing industry/sector was similar to the 2008 study, with the majority of respondents (66.56%) employed in Government. By sector, the Local Government cohort grew from 24.4% in 2008 to 31.1% in 2010. State Government (20.7%) and Federal/Commonwealth Government (14.5%) recorded similar response rates to 2008 (Q.2, r=241). The size of program host organisations did not change significantly from 2008, with the largest cohort again comprising organisations with more than 500 users (44.8%). Representation of small organisations with less than 100 users, declined from 19.6% in 2008 to 14.2% in 2010 (Figure 1). In summary, the 2010 response, like its predecessor, was weighted in favor of large government organisations with more than 500 RIM users (44.8%) (Q.3, r=239).

Figure 1: What size is your organisaton?

Very Large – >500 users	44.8%
Large – 251–500 users	19.7%
Medium – 101–250 users	21.3%
Small – <100 users	14.2%

In any non-normal distribution of data in terms of key parameters (such as size and sector) the implications of sample bias need to be kept in mind. *Like its predecessor, the 2010 survey paints a picture of technology adoption in large, public sector organisations, where Enterprise RIM and appreciation of the need for compliance are well established.*

THE MORE THINGS CHANGE: INFORMATION TECHNOLOGY AND THE DESKTOP

In 2010, HP/Compaq was reported by 41.3% of respondents as displacing Dell at the top of the vendor tree. Dell slipped to second (36.3%) with IBM/Lenovo in third with 8.1% (r=160). The practice

of rolling over desktop machines every three years has grown from 31.2% in 2008 (r=308) to 46.9% in 2010 (r=160). Laptop use in place of desktops did not significantly change between 2008 and 2010. The notion of a Standard Operating Environment (SOE), however, was reported as a procurement driver by 66.7% of respondents, as opposed to 56.5% of respondents in 2008. SOE appears to be firming as a procurement strategy.

Since the last survey, there has been no change to Microsoft dominance on the desktop. According to 2010 data, the MS Office productivity software suite accounts for 88.3% of WPs found on desktops (r= 195).[6] If you were looking for a cloud on the MS Office suite horizon, the data disappointed, with only one token reference to Google Docs. Results are consistent with AGIMO's recent endorsement of Office Open XML and the government bias of the sample, the former likely to add to MS Office dominance going forward.[7]

The situation more generally with open source software adoption appears to have changed little between 2008 (18.9%) and 2010 (16.2%). Web content management[8] and learning systems are the most mentioned applications. Between 2008 and 2010, Windows XP, now legacy and unsupported by Microsoft, declined from 82.7% to 66.7% (r=159) of respondent desktops, with Windows 7 now present on 13.8% of respondent machines. Vista showed improvement over the 2008 data (from 2.2% to 5.0%), but has since moved to legacy along with XP, bringing the troubled Vista story to an end. Compared with 2008, Outlook dominance as the email solution of choice marginally increased from 74.7% of respondents to 81.8%. Relative to 2008, Portable Document Format (PDF) and its archival variant PDF/A, grew in popularity as retention formats, the former increasing from 63.9% in 2008 to 78.1% in 2010. Use of PDF/A as a long term format rose from 7.9% to 16.8% of respondents, pointing to its growing acceptance as an archival standard. Since 2008, PDF appears to have firmed as the retention format of choice.

EDRMS/ECM INSTALLED BASE

In 2010, 12.8% of respondents (r=196) reported no EDRMS installed in the host organisation or the use of manual controls, a result similar to 2008. How has vendor representation changed in terms of aggregate response? What was once Towersoft's but is now HP's TRIM maintained its strong position growing from 32.7% in 2008 to 39.3% in 2010, with Objective (7.1%) and RecFind (6.6%) reporting similar results to 2008. New entrants and movers in terms of the 2010 response included OpenText (7.3%) and Dataworks (7.8%). SharePoint did not figure greatly in the sample response, being nominated by only (4.1%) of respondents. Overall, in this enterprise market, enterprise application vendors appear to be holding their ground for the time being in the ERDMS/ECM marketplace.

Questions from the 2008 survey aimed at assessing the functional capabilities of these systems (e.g. document management, records management, workflow, electronic records management) were repeated in 2010. The relatively modest attribution of product against web content and knowledge management first observed in 2008, features once again in the 2010 data. Access to longitudinal data for the first time in 2011, has enabled the identification of some trends. Figure 2 is a bar graph representation showing ECM applications in host organizations:

Comparing the 2008 and 2010 data for this question, across each of these functions and types, organizations appear to be making greater use of IM/ECM. For example, use of these systems in email management grew from 57.4% to 66.7% of respondents. Similar growth was recorded for electronic documents and records, information security, audit logging, compliance and

workflow. *As measured by respondent attribution of use, host organizations appear to be deploying more of the functionality that systems are delivering*. Consistent with this inference, data elsewhere describes the percentage of respondents who claim to have fully implemented the functionality of their ECM/EDRMS systems – rising from 20.9% in 2008 to 29.1% in 2010. A blot on the copy book can be seen in the disappointingly low utilization of web content management, where the data shows no progress between 2008 (16.8%) and 2010 (16.7%).

Figure 2: What does your organisaton's Information Management ECM solution manage?
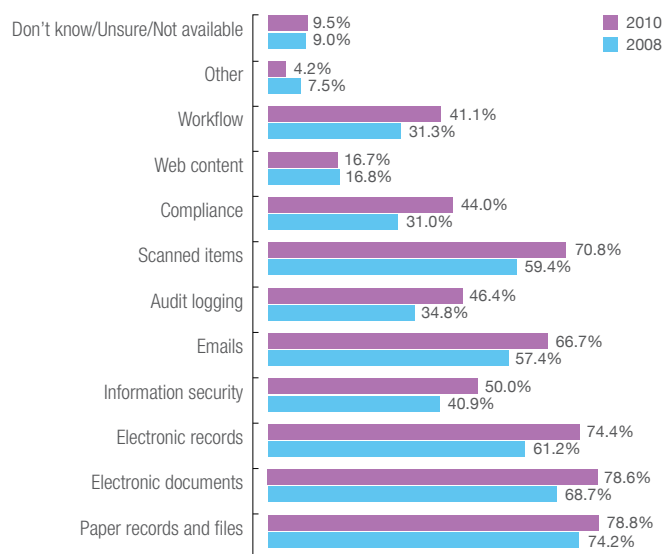
PROCUREMENT AND BENEFITS REALISATION

If RIMers are working harder to maximize the benefits of enterprise EDRMS/ECM, have they become more influential in technology procurement? The data shows that self perception as a stakeholder in technology procurement decision making *declined* between 2008 (48.8%) and 2010 (36.8%). In terms of business benefits, in a sample biased towards large government organizations, it comes as no surprise that compliance continues to rate as the most important factor in the adoption of RIM technology (Q. 23) – up from 51% in 2008 to 62% in 2010. Compliance as a driver of enterprise RIM looms large in benefits realization as well, growing from 37.3% of respondents in 2008, to 51.6% in 2010 (Figure 3).

Figure 3: Has your IM or ECM system delivered
any of the following benefits to your organisation?
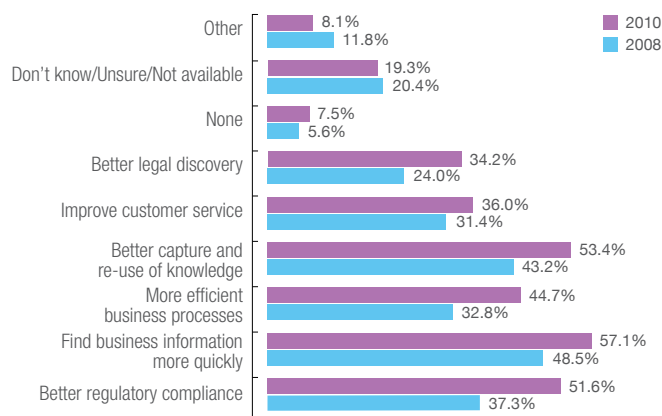
The data show an upward trend in perception by respondents of benefits realized. *Respondent perception of benefit has increased across most benefit types, with strong gains in compliance, efficiency, discovery and knowledge re-use and capture.* Of course, this is the RIMer perception of benefit and provides no guidance on the views of other stakeholders within host organizations.

If the perception of derived business benefit has grown healthier since 2008, barriers to achieving benefit have remained consistent, with 'Changing existing work practices' (66.1%, r=168) and 'Too many information silos' (47.6%) weighing in with very similar figures to 2008. Cost and difficulty in justifying ROI rose slightly as a perceived impediment from 26.5% in 2008 to 33.3% in 2010. Alas, comparison of data on salaries showed that in an increasingly challenging work environment, complexity does not equate with increasing recognition of value – respondents believe that competencies have increased, but not salaries (from 23.3% in 2008 to 28.6% in 2010).

GOVERNANCE: STILL A SHARED RESPONSIBILITY?

Who is responsible, in a corporate sense, for records management and for related functions and services in survey organizations?[9] We noted in our previous article based on 2008 data that RIM was widely seen as a shared responsibility. There was a broadly similar result in 2010, but there was also some evidence of possible shift. In relation to responsibility for records management functions (Q32, r=170), the two combinations "Both records management and information technology departments" (29.4%) and "Business units, records managers, information managers and IT departments" (31.8%) are still dominant, but the order is reversed and both are down by a small margin. The next biggest option – "Records / Document / Information Managers only" – increased from 15.4% to 21.2%. In relation to enterprise content management functions (ECM) (Q33, r=164), the same two combinations came out on top, again with the order also reversed. The top option "Both records management and information technology departments" grew from 25.2% to 31.7%.

At face value, these results suggest that records management is less a shared responsibility than it was in 2008 and that ECM is more a shared responsibility. A difficulty in interpreting these results is definitional uncertainty. We do not know what our respondents' common understanding of ECM is nor what the relationship between these two concepts is. Do they stand side by side? Or is records management merely a small subset of ECM, as the Association for Information and Image Management tells us?[10] Nor do we know whether ECM is synonymous with other broad concepts like information management in a wide cross-section of respondents' organizations.

The survey did not attempt to define records management (which is understandable) or ECM (which is less so), to help respondents to understand their intended scope for the purposes of the survey. Indeed the survey included two questions which asked "Which of the following would you consider to be records management (RM) or enterprise content management (ECM) functions?" respectively. Respondents chose from the same list of eleven functions in relation to RM and ECM. Naturally the percentage of positive responses for each function differed considerably between RM and ECM. The fact that all the functions had significant positive response rates in both questions — indeed "Capture of emails" was ranked third in both questions — suggests that there is not a clear common understanding in our community of the difference in the scope of RM and ECM. **iQ**

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3 Vide Bailey, S. (2009). Forget electronic records management, it's automated records management that we desperately need. *Records Management Journal* 19(2), 91-97

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5 r= 630 (2008); r=242(2010)

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About the authors

MARK BROGAN is a Senior Lecturer in Information Technology and Recordkeeping Studies at Edith Cowan University. In 2006, he led work at the State Records Office of Western Australia to devise a new digital recordkeeping standard for the WA public sector. His research interests include digital recordkeeping, knowledge management and enterprise information management.
• Email: m.brogan@ecu.edu.au
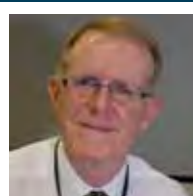
DAVID ROBERTS is the inaugural Archivist at Newington College in Sydney. As Director of the State Records Authority of New South Wales from 1998 to May 2008, he led the implementation of innovative State records legislation and a regime of policy, standards and guidance for improving records and information management in all technological environments across the NSW public sector.
• Email: d.roberts@newingtoncollege.nsw.edu.au
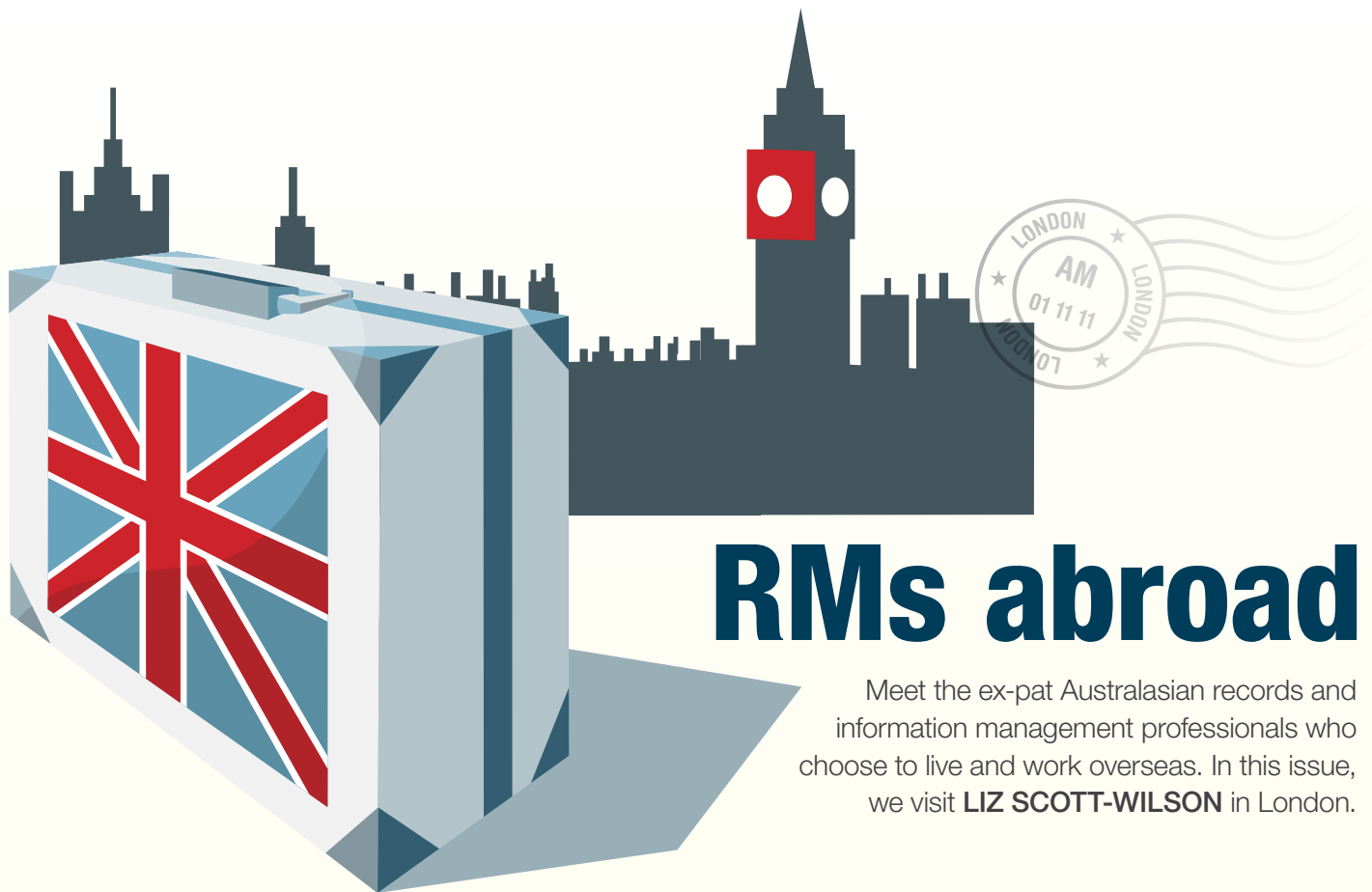
RMs abroad

Meet the ex-pat Australasian records and information management professionals who choose to live and work overseas. In this issue, we visit **LIZ SCOTT-WILSON** in London.

**Elizabeth ('Liz')
Scott-Wilson**
**Information Architect,
Linklaters LLP, London.**

**Tell us something
of your background.**
I was born in Christchurch, New Zealand in 1962 and took a Bachelor of Arts degree in Political Science from University of Canterbury, graduating in 1982. I then began work as a library/archives assistant with the Canterbury Public Library.

In 1987 I moved to Wellington to start as an archivist with National Archives of NZ. Quickly realising records management was more 'me' than archives, I shifted to the new Records Management Branch. After two years in the health sector as a management trainer, I started up as a freelance RM consultant in Wellington. I had forays into imaging and Lotus Notes, then formed SWIM Ltd with Dr Susan Skudder in 1997.

Since then, my most satisfying piece of work was at the London Borough of Hackney in London. They had budgeted £3 million for a council-wide document management system but had no real idea what that entailed. They engaged me to do an initial strategy and this extended (with Metataxis) into an information management architecture, information policies, information governance framework and an information inventory.

Following that, we went into a requirements and product-selection project and I gratefully handed over to a specialist EDRMS project team. Three years later, the council-wide rollout including scanning of planning records and a digital mailroom was successfully completed. I feel very proud of my role in getting things started on a firm footing.

Why did you go overseas?
After a mid-life crisis (at 39!) I moved to London in 2001. My English-born grandfather provided the UK ancestry visa for four years (thanks, Percy!). I could see no progression in IRM within NZ at that time ("If I do another file plan I'm going to kill myself") and was ready for a change.

How did it work out?
Fabulously. I picked up contracting work straight away through London-based TFPL Ltd with the Public Record Office, now The National Archives, working on its internal EDRMS project. But, the hourly rate was pathetic, so I joined TSO (The Stationery Office) Ltd in their consulting team. I learned a lot about the public sector and publishing/content management, while teaching them rather a lot about records management. After TSO I joined up with two colleagues at Metataxis Ltd – with an information architect (taxonomist) and a technical architect, I brought the information management angle. We quickly added an information policy and governance person to the mix and I worked with them for over four years in a mix of public and private sector work.

I then had a yen to try a permanent position, being a little tired of engagements where the client may or may not take up your recommendations. I had nearly two years as Head of Information Management at Tube Lines (one of the Transport for London contracting companies), but the political uncertainties there made for paralysis so I bailed back into contracting briefly before finding my current position as Information Architect at Linklaters LLP, Europe's largest integrated law practice.

**What's your advice for someone
else planning such a move?**
This sounds silly, but pre-sorting things like a bank account, job and flat before landing in London made the move go

very smoothly. My partner had a job waiting for her, a friend rented us his flat for 10 months and I'm not kidding about the bank account. I had never lived outside NZ before, so it has all been a big adventure. Not being afraid to move around also helps – it costs money to move so being clear on your reasons for being here is essential.

Kiwis are well regarded in the UK so don't think you're at a disadvantage for being foreign. But if coming over as a contractor or consultant, a variety of experience really helps. Clients don't really want to wait for you to 'come up to speed' about the financial sector for example.

How did you get into RM?
By accident like most of us – being unemployed after leaving university gave me the chance of a state-assisted job scheme. Canterbury Museum hired someone else and Canterbury Public Library hired me.

A little known fact about you is…
I love musicals and science fiction but have not yet found a satisfying intersection of the two.

The things you like best, and worst, about work are…
Curiosity, intellectual rigour, bringing solid principles of information and psychology together.

The worst thing?
Not getting my own way!

The luckiest moment in your life was…
Avoiding serious injury when coming off my Vespa in London a couple of years ago.

Your personal benchmark for success is…
Will what I'm doing make people's work life less frustrating?

Where to from here? Any new ambitions?
I'm hoping to build a house in Nelson in the next five years or so, then transition gradually back to NZ, probably with four months in Nelson and eight working in the UK to start with. New ambitions are learning to sail and learning to fly a plane.

With whom/what do you like spending down time?
Carol, my partner. Reading is *numero uno* at the moment. Followed closely by playing poker – both online and with friends.

If you weren't in IRM, what else might you be doing?
I keep buying the Lotto and Euromillions tickets. I would like to be a philanthropist!

If you'd like contact from old mates, where can they reach you?
LinkedIn – can't recommend using it highly enough. Or Twitter@ lizscottwilson).

How would you like to be remembered?
As someone who made a positive difference wherever I worked. **iQ**

View from the floor

inForum 2011: Collaboration in Darwin

Local group eMDee performing at the Welcome

Records and information professionals gathered at the Darwin Convention Centre in September to network and communicate, collaborate in learning and take away some innovative ideas. Here's the wrap on inForum 2011.

BY **HEATHER MILLAR**, *IQ* EDITOR

inForum

This year 380 participants, including 302 delegates, attended inForum and participated in an extensive program of presentations and workshops on the theme 'Communication, Collaboration, Innovation'. Speakers came from as far afield as Africa, Haiti, the USA, the UK and Indonesia. There was also a busy social program providing the opportunity for networking.

Geoff Smith, David Pallot and Janet Knight at the Welcome Reception

SUNDAY 11 SEPTEMBER

The Darwin waterfront provided a beautiful setting for this year's convention.

Delegates began arriving on Saturday, in readiness for Sunday's events. RIM Professionals Australasia staff and exhibitors worked hard to set up the trade exhibition hall, and delegates began arriving at the convention centre on Sunday to register.

A full program of special interest group meetings were held throughout the afternoon, featuring speakers on specialist topics, which were well attended this year.

Other delegates took the opportunity to have a look around with a Darwin Sightseeing Tour, which took in the Wharf Precinct, Botanic Gardens, WWII storage tunnels, Fannie Bay Gaol, Cullen Bay, Museum, Casino and other iconic Darwin landmarks.

There was also the popular 'newbies' orientation session, and an opportunity to meet the Chairman of the Board.

Sunday evening's Welcome Reception kicked off the convention in true Top End style. Held on the Esplanade out front of the Convention Centre, delegates enjoyed canapés and drinks while local group eMDee entertained with their didgeridoos and drums. The wave pool and waterfront provided the perfect backdrop for a spectacular orange and blue sunset. Delegates mingled, catching up with colleagues, and meeting newcomers. They were formally welcomed to inForum by Paula

Smith, President of the New Zealand Branch of the RIM Professionals Australasia, and the official Chair for inForum, and Damian Aivaliotis from Ricoh also gave a word of welcome as the functions sponsor.

MONDAY 12 SEPTEMBER

The next morning, the official proceedings began with a 'Welcome to Country' by Professor Steve Larkin on behalf of the traditional landowners, the Larrakia people. Steve, a Kungarakany man, is the Pro Vice Chancellor – Indigenous Leadership at Charles Darwin University, and Chair of the Indigenous Higher Education Advisory Council. Steve said that he had a personal interest in records management and the outcomes of the Convention because of his exposure to Indigenous archival records throughout his career.

RIM Professionals Australasia Chairman David Pryde then declared the conference officially open. "We're a community of practice, of like-minded people – so welcome home," he said, urging delegates to make the most of the opportunity to communicate with speakers and network with each other, ask questions, collaborate on ideas, and visit the trade hall to see the latest in innovation. "Who knows where those nuggets might lie that you can take home and apply to your work?"

David then welcomed the first keynote speaker for the convention, Professor John McMillan AO, Australia's first Information Commissioner. John heads a new office responsible for freedom of information, privacy protection and advice to government on information management policy. His presentation looked at the functions of this new office and aspects of information policy, with a focus on responding to technological change and the implications for records management.

Turn to page 12 for more on Prof McMillan's presentation at inForum.

Delegates then split into the two streams 'Innovation' in Auditorium 2 and 'Communication and Collaboration' in Waterfront Rooms 2 and 3. Roundtables and workshops were also on offer.

Dinner MC Alex Bialocki enjoys a well earned drink at the dinner with cohort Michael London

Later that evening

The Darwin Convention Centre came over all Pirates of the Caribbean for the Treasure and Treachery Gala Awards Dinner. Many delegates took the opportunity to release their inner pirate or wench, with eye patches, pantaloons, and swords aplenty. There were even a few Star Wars characters here and there – the odd wookie or stormtrooper – one can only wonder if they were 'treasures' or 'treacherous'. Thanks also go out to the lass blowing bubbles throughout the proceedings for added to the oceanic theme.

As delegates took to their tables, entrée was served, then the formal proceedings began. Alex Bialocki from Encore Productions in Melbourne MC'd the presentation of the awards on

"The 5334.2 km from Wellington to Darwin was well worth the trip. The Darwin convention centre was an amazing place to hold inForum – in your lunch breaks and evenings you could relax by the beach and soak up that 33 degree heat! The range of speakers this year was great – my highlights were:
- Chris Fripps – 'Wanted: proactive, innovative records managers' presentation where he outlined the four areas that records managers today need to focus on. They must be PASSIONATE, act PROFESSIONALLY, COMMUNICATE often and think INNOVATIVELY.
- Amy Scott's workshop 'Get Dotted: A fresh approach in truly effective communication'. Amy explained how people have four different communication styles. As a blue dot – I now know why I rub some people up the wrong way!

I would recommend if you can go to inForum – do go. It's a great opportunity to meet people, discuss information management and hear some amazing presenters from around the world."
– Lisa Judge ARIM NZ Branch Council, A proud Blue Dot

behalf of RIM Professionals Australasia, ably assisted by Paula Smith and 'Peter the Pirate', aka David Pryde.

Mike Kirkby from sponsor Ezescan welcomed delegates to the dinner after removing his stormtrooper mask. (Turn to page 47 for a rundown of our award winners.)

Dinner was then served and delegates danced and mingled until close.

TUESDAY 13 SEPTEMBER

The day kicked off at 9.30am, giving delegates something of a sleep-in after the dinner the night before. Keynote speaker Shadrack Kutuu was the first presenter of the day. Shadrack has had a diverse international career, spanning various information management fields. He has lived and worked in Kenya, South Africa and Botswana, as well as teaching and guest lecturing in other parts of the world. He was until recently the Manager Information Systems at the Nelson Mandela Foundation. His presentation on 'Managing records in public health care institutions in South Africa' highlighted the challenges of

"I missed out on conference last year due to maternity leave and so really enjoyed the opportunity to meet and catch up with records and information managers from outside of my usual networks. I particularly benefit from discussing issues with those in the Australian public service as we can sometimes get a little insular in New Zealand and it's a great opportunity to view similar problems from a different angle."
– Monica Greenan, New Zealand

Above left: Entrance and Stage theming; (LtoR) Kara Krusche, Debbie Prout and Heidi Gregory at the Gala Dinner

managing health records in a country that has had four hundred years of development by the Dutch, French Hugenots, British and the Boers, as well as suffering the effects of Apartheid. Shadrack indicated that many primary care institutions are regarded as having very bad RM programs, but that with the introduction of basic IT training for the nurses, this is starting to change. He highlighted the fact that good records management is actually helping to save lives – ie, with HIV patients, if medication is not given at the right time, this can be fatal. Good recordkeeping is helping to prevent this.

Delegates again split into two streams following the keynote session.

The last sessions of the day were in the Waterfront Rooms – a live video stream from Steve Bailey in the UK entitled 'Don't waste your money appraising records'; and in Auditorium 2 – a session on the international cause celebre: The Heiner Affair. As Senator Nick Xenophon moves to have the case re-opened and a senate inquiry made into the serious issues surrounding government systems for protecting children, Kevin Lindeberg's presentation on 'The good, bad and ugly: The Heiner Affair' was timely. Kevin – now a freelance political cartoonist/caricaturist, illustrator, was working as a Queensland public sector trade union organiser at the time of the affair, and he continues his quest for justice two decades later. Turn to page 10 for more on the Heiner Affair.

In the evening delegates either attended the ListServ-Forum drinks at Hot Rock Restaurant & Bar and/or attended the various RIM Professionals Australasia branch dinners at a number of local restaurants.

WEDNESDAY 14 SEPTEMBER

Delegates awoke to another stunningly perfect day in Darwin – the last day of the convention. The first speaker of the day was keynote Sumrahyadi, or 'Yadi', on 'Building Democaracy in Indonesia: The pivotal role of records management'. Yadi discussed how, Indonesia – "my lovely country" – which has a population of some 240 million people and is made up of well over ten thousand islands – has been listed as one of the world's most corrupt countries (www.worldaudit.org). His presentation was about the fundamental change needed, in terms of bureaucratic reform, and the place of record management systems in this process.

Lunch was a sit-down affair for the exhibitor prize-giving lunch. iPads and wine were the giveaways of choice this year, and the winning delegates were pleased with their goodies. The exhibitor awards then took place, with OpenText taking the honours for the Most Interesting Stand with their boat-themed exhibit, and

Delegates line up for barista coffee at the Recall stand which won them the People's Choice Best Giveaway Trophy

"The speakers and topics were sensational. 'Data is the new oil' – the way we manage information is changing. Christine Johnston was thought provoking and inspirational in her presentation on Mobile Technology. Same game, new players, new field and new rules! Kim Sadler spoke about how good recordkeeping could have saved the lives of two young girls in the UK – Holly Wells and Jessica Chapman. Her case study was on police recordkeeping and how it allowed a known offender to work in a position of trust. Good recordkeeping = good decisions.

"There were networking opportunities galore. It is a great way to keep up to date with what is happening in our industry. The influences and drivers – the new products and developments – software and tools… just to mention a few.
– Jennifer Curly, Queensland

giveaway boats. Most Informative Stand went to Ezescan and, as voted by the people, the award for Best Giveaway Theme went to Recall for their free barista coffee.

After lunch, the conference began to wind down, and the last session of the day was Brooke Wooldridge from the Digital Library of the Caribbean. The Digital Library supports the dLOC Protecting Haitian Patrimony Initiative which, since the earthquake in Haiti, has led the effort to provide assistance to the libraries and archives there. Brooke gave a fascinating account of the restoration work in Haiti, and the political and infrastructure difficulties in rebuilding the archives.

And then the end was near. "In a flash of faces, topics and events, it has passed," said David Pryde in his closing message. David identified an underlying theme across the convention – attitude. "Attitude is everything, as Amy Scott says," said David, about Amy Scott's 'Get Dotted' communication skills workshop.

"We have a remarkable opportunity each day to choose our attitude – and if we don't get communication right, collaboration and innovation don't get a look in," he said. He also talked about Chris Fripp's discussion about the importance of presenting a professional front "even when we don't feel like it, standing tall even when you want to cry and run".

"Again, attitude is everything," said David. He went on to thank the RIM Professionals Australasia team, in particular Kate Walker and Kristen Keley, for their contribution to the success of the Convention.

Then finally, the closing drinks were held in the reception area of the Darwin Convention and Exhibition Centre, and inForum 2011 was over. iQ

"As someone with very little records management education and even less practical experience, I figured who better to formally introduce me to RM and to learn from than the people who practically invented modern RM. The breadth and scope of the presentations, as well as the obvious depth of knowledge and willingness to share that knowledge by the presenters and attendees has jump-started my RM education immeasurably.

"Never having been to Australia before, I had only heard of the hospitality and friendliness of Australians and New Zealanders and was pleasantly overwhelmed at how inadequate those descriptions were. The social programs allowed me to meet a number of new friends I wouldn't have had the opportunity to otherwise. I certainly hope to return to the next inForum conference to further increase my RM knowledge base, but also to see my new friends again."
– B. Todd Hooten, Washington, USA

inForum 2011: That's a Wrap!

Darwin in September is supposed to be the beginning of the 'wet season' – tumultuous lightning storms, high humidity and 80% of the year's water supply received over the next three months. The Darwin that greeted inForum 2011 was bathed in summer warmth and blue skies – locked in a warp of time that would not change back to reality until after we left.

BY **DAVID PRYDE**, CHAIRMAN, RIM PROFESSIONALS AUSTRALASIA

Mother Nature it seemed had conspired to ensure that our members and guests would have ample time to communicate, collaborate and innovate in perfect, natural surroundings.

I know this edition of the *iQ* is beaming with editorial about the Convention, however I have the honour to pay tribute to those people who make it a 4-day spectacle, not just another 'ho hum' event.

RIM Professionals Australasia is fortunate to have a management team and professional staff that are second to none. I don't see them as staff rather the operational stream of the company while the Board provides strategic direction. It is a marriage that has been moulded over years of experience, with its ups and downs that have shaped what the company is today.

Kate Walker our CEO is a 'hands-on' administrator who leads from the front but is not afraid to let her team do their jobs. Members with some experience can testify to her uncompromising customer service ethic and commitment to the Association and its members. As Chair, I have overwhelming admiration for her communication skills and collaborative attitude that makes my job easier.

inForum does not just happen overnight – each inForum is the result of a process, three years in the making to the event that you attend. This process is closely monitored and administered by our events manager, Kristen Keley, who provides her personal touch to every aspect of the event. Thanks Kristen – you kicked another goal.

If Kristen is the grand architect – then she has had a team of support ready to provide assistance and support to members, first here and last to leave they are the unsung heroes of the company who ensure that the inForum experience is seamless from start to finish for delegates.

Wendy, Tony, Susan, Alex, Stix – who are seen around the Convention Centre answering questions and letting me know where I needed to be. Not to mention Marian, Maree and David who could not be in attendance this year.

You are all awesome, stupendous, superstars and well deserving of more than just thanks.

SOMETHING WORTH CELEBRATING

For the information of members, the RIM Professionals Australasia Awards Dinner is a celebration of the profession, the company and our members. It is a night to celebrate those members who have strived for excellence, who have been innovative and succeeded and it is a reward to all of us for the work and struggles endured through the year.

Despite ticket pre-ordering, this year's event was so popular that people were hunting for spare tickets right up to the doors opening. In a selfless act, the CEO and staff chose to forgo their places to ensure that as many delegates could attend as possible. Personally, I am disappointed that they could not share the evening with us as it's their reward night also – I am so proud of them all and I know that you will agree.

We need to make special mention of our sponsors and the vendor community in general, without their commitment to research and development, without marketing and sponsorship of events like these, there would be little innovation and very expensive conventions. I hope you all got good value and return on investment for your support? We appreciate you.
– **Platinum Sponsor:** Ezescan
– **Gold Sponsors:** Objective Corporation / RICOH
– **Silver Sponsors:** Databank Archives Security
– **Bronze Sponsors:** National Archives Australia / Alphawest
– **Supporters:** Australia Computer Society (ACS)

THANKS FOR THE COLLABORATIVE EFFORT

Thank you to our presenters from overseas, and those closer to home – without your collaborative attitude and willingness to share, then conventions like this would have no content or context to attract anyone. RIM Professionals Australasia acknowledges your contribution to the further development of the profession and our members.

Paula Smith has a heart the size of Phar Lap, and a giving nature to all who cross her path. As Chair of the Convention (and occasional pirate wench), Paula gives everything she has to the task at hand – sometimes this is to her own detriment. Thank you for your comments, introductions and wrap ups – you always say just the right thing.

After providing a magnificent venue, superb and succulent culinary delights that never ran out and with service that has never wavered we owe a great deal of thanks to the Darwin Convention Centre. No problem has been too big for their management team right down to the waiting staff.

In closing I want to thank those members and delegates who braved the tyranny of distance, who fought the battles of justification, who wrote business cases, who found the budget and who did what it took to succeed. You have the professional attitude that Chris Fripp and Amy Scott talked about and I wish you well knowing that you are well prepared.

"Attitude is Everything" – Amy Scott

The history of the Northern Territory and especially Darwin has been described as being "written in sudden large steps rather than an inch at a time". Her history is relatively short but tumultuous, her "sudden large steps" the result of how communication, collaboration and innovation have helped this northern oasis, not only recover from hardship on numerous occasions but in such a way as to prosper and make technological strides.

I hope that with Christmas approaching, that the New Year for all of you is written in large steps – not as a result of hardship or in response to disaster but as a result of the planned communication and collaboration implemented since delegates returned to their homes.

It's not too late for anyone to catch the inForum bug if you could not get there – there is time to find out what it's all about from the comfort of your own computer. For the first time ever you will be able to catch 18 streamed presentations (3 x free) from Darwin on the RIM Professional Australasia website for just a token fee.

If I don't get to talk to you before the end of December – let me take this opportunity to wish you and your families a very Merry Christmas and a Joyous, Communicative, Collaborative New Year in 2012.

David

In the trade hall…

A bumper trade exhibition featuring 35 stands was held as part of the convention.

As coffee and lunch breaks were held in the exhibition hall, delegates had plenty of opportunity to mix it up with the vendors and ask questions, view product demonstrations and stockpile promotional material. They also had the chance to get a free coffee courtesy of Recall, grab themselves a slushy at the OpenText stand, score a USB hub courtesy of Technology One, and take part in the numerous competitions, surveys and prize draws put on by vendors.

RIM Professionals Australasia provided a quiet catch-up spot for participants' convenience, and a career and education stand, featuring information from many educational institutions and on the Association's CPD scheme.

Here are some comments from just a few of our exhibitors about their attendance at inForum in 2011:

"Congratulations on another successful event! Recall sees inForum as an important event to participate in to ensure we stay connected and abreast of the issues impacting the industry and our customers. It gives us inspiration for new innovation development, but most importantly, it's a great opportunity for us to engage directly with our customers in a more relaxed environment. There's nothing like catching up with old friends or making new ones over coffee!" – Shanae Phan, Recall

Open Text – A boat built into the stand and boat giveaways won Open Text the People's Choice Most Interesting Stand Trophy

"It's been another great experience and opportunity to present our Archive Security brand at inForum in beautiful, lush yet hot and humid Darwin. The 3 day convention was a success as it provided us with an amazing audience and market awareness of the Archive Security brand. We certainly look forward to the next inForum."
– Svenja Wollner, Databank

"inForum is the #1 show for records managers in Asia Pacific. Primarily the conference allows us to connect with new prospects and importantly reconnect to our existing customers, vendors, partners and the wider records management community. It provides multiple levels of contact ranging from booths, guest speakers, vendor presentations, awards, sponsorship opportunities, dinners and functions.

"People often ask me whether we sold anything at the show? That's not the point of the show itself. Attending the show is about connecting with customers, demoing our software solutions, sharing our expertise, networking with other vendors, supporting records managers, supporting RIM Professionals Australasia, being there for the long run. Obviously if you have engaged well with the customers, you may be fortunate to experience sales resulting from those discussions over the next 12 months.

"As a sponsor, the dinner provides us with the opportunity to party with our customers. This year for the first time we took the time to really embrace the 'party' aspect and decided to get dressed up for the event. We all had a great time being dressed up in our Star Wars themed gear. It was great being the 'Space Pirates'.

"The RIM Professionals Australasia team has triumphed again in delivering another successful event. They definitely took the 'P' in RIMPA from the word 'Professional'. What a pleasure to deal with." – Mike Kirkby, Ezescan

Ezescan was the winner of the People's Choice Most Informative Stand Trophy

This year's sponsors and supporters are:

Platinum sponsor

Gold sponsors

Silver sponsors

Bronze sponsors

Supporter

"For Linked Training, inForum is a large-scale opportunity to listen and learn from the records industry, both delegates and vendors. An added benefit is catching up face to face with customers located around Australia. Darwin provided a stunning backdrop that made it even more enjoyable. We've been exhibitors for several years now, and people know they can just approach us to find the answer to a simple question, or direction in a project. The highlight for us was delivering a paper that sparked great interest and lengthy conversations. It's good to be able to help in that way." – **Michelle Linton, Linked Training**

Post-convention tour

Full-day seminars featuring keynote, overseas and local speakers from inForum were held in Alice Springs on Friday 16 September, and Auckland on Monday 19 September.

"Speakers and attendees from many different organisations joined forces for a productive day of introductions, knowledge transfer of regional records management issues, how to workshops and case studies at the Alice Springs Post Convention Seminar. The first TRIM User Group meeting was also held. Thank you to our kind sponsors inforg, alphawest and HP, and the hospitality of Central Australia Aboriginal Congress." – Anastasia Govan, Inforg, SA

Next year

In 2012, RIM Professionals Australasia has committed to assisting with the International Council on Archives (ICA) Congress being held in Brisbane, 20-25 August 2012. As a result it has been decided that instead of running inForum in its traditional format in 2012 there will instead be a series of one day, multi-stream conferences to be held in Melbourne (28 August), Perth (30 August) and Wellington (31 August) utilising speakers from the ICA Congress (many of whom are international) and from across Australia and New Zealand.

Our theme, **Business + RIM + ICT = Strategic Success**, explores how RIM and ICT support business objectives in order to achieve strategic success. While the role records and information management plays is important in any business, it is only part of the equation. The way it works in conjunction with other key roles determines the success or failure of projects and achievement of strategic goals. **iQ**

Top End heads up on RIM advancement

BY **MIKE STEEMSON**, ARMA

The world was different the last time records managers met in Darwin, Australia's Northern Territory "Top End". It was 1999. We were arguing up a turf war with archivists over the recordkeeping territory, listening to stories of VERS and the still-unpublished ISO15489, and worried about potential information technology horrors of looming Y2K.

Fast forward to Darwin 2011. We've kissed and made-up with the archivists, in accord over digitisation. A leading Australian state records authority is matchmaking with ICT professionals and recommends cosying with business managers, too. The new standards stories are about MoReq 2010 and ICA-Req, RIM dreams are digital, technological terrors are up in the clouds … and the EDRMS.

Deja vous? Plus ca change? Certainly not! The decade's difference is that records and information professionals are pushing the upgrades, forcing their way into business processes, talking noisily and effectively in higher commercial and political places.

I used to urge records managers to 'get into bed' with their IT peers, but the New South Wales State Records Office has a much more elegant way of putting it, and a much more diplomatic 'happy together' celebrant who told the Darwin convention: "Why do the two professions need to collaborate now? Two words: digital recordkeeping."

Janet Knight is a Government Recordkeeping Project Officer at State Records NSW where, in mid-July, they began to ask questions of ICT types as to where they thought recordkeeping was useful. Janet Knight recalled: The responses exposed the gaps.

Janet Knight

THE RIM-ICT BARRIERS

"Firstly ICT and recordkeeping professionals have fundamentally different understandings of the concepts associated with digital recordkeeping. For example, there was confusion and disagreement about what digital records and archives are, how records differ from information and what records need to be saved."

The two professions speak different languages, she said. Roles were blurring, leading to "mistrust and territorialism". She went on: "One of the fundamental problems identified by ICT professionals is the technical skills of records managers. We know there is a growing body of highly-skilled professionals who have embraced technology but there are still many practitioners who shy away from it. And that's no longer an option."

So, fault on both sides. State Records Office has begun reactive processes to bring the two sides closer together though "we clearly have a job ahead of us".

Janet told delegates: "Sometimes we ask too much of ICT professionals. We were trying to show them how to identify recordkeeping requirements. While that detail maybe of interest to business analysts or enterprise architects, the average IT person does not see that as their role. Their role is delivery of the platform to meet requirements that have already been specified."

Then came her hint for RIM progress: "Dialogue about setting requirements for business systems needs to occur between records managers and business managers and system owners. So they are the business relationships that we need to nurture."

She didn't say it in so many words, but the finger-post was there: The time is approaching where recordkeeping raises its sights beyond ICT and towards the system owners… the business managers themselves.

EXCITEMENT OF RM STANDARDS

An independent Sydney and world consultant had other news of RIM advances, too. Barbara Reed told the convention: "I'm really excited about MoReq2010!"

> "WHY DO THE TWO PROFESSIONS NEED TO COLLABORATE NOW? TWO WORDS: DIGITAL RECORDKEEPING."

Barbara's been in the business of global records management standard making for at least two decades. She pushed the drive for the world's first national RM standard, Australia's AS4390, then helped force it, sometimes screaming and kicking (the standard, that is, not Barbara), through the International Standards Organisation procedure to become ISO15489. In the past couple of years, she has been seeking elusive multi-national agreement on further updates… frustrating!… and she *still* gets excited about records management standards.

Barbara Reed

MoReq2010 is a standard for the European Community but has good things to say to world RIM, Barbara believes. She enumerated its invigorating strengths: "Classification separated from aggregation; greater adherence to international standards, especially ISO 15489 and metadata's ISO 23081; unique identifiers for all entities, services and modules; metadata links at all levels; conceptualisation of event history, and export protocols."

She had two misgivings: "Processes for classification and disposal are still a bit clunky"[1].

BARGAIN-BASEMENT ERA

The New Zealand Government has allocated more than $12 million dollars in a program for "securing today's digital information for tomorrow". That didn't happen out of a clear, blue sky. It came because records and information management professionals and their allies pushed for it with projects like Archives New Zealand's 2009 whole of public sector Digital Continuity Action plan.

One of those entrepreneurs, Senior Advisor with the Digital Continuity Team at Archives New Zealand, Monica Greenan, told the conference: "In partnership with the National Library of NZ, we aim to deliver a fully operational digital archives by 2013." Exciting stuff, indeed.

That's world-leading expertise at bargain basement costs. Remember the US version: NARA's Electronic Records Archives system and its half-billion bucks budget-busting price tag until the US Government pulled the fiscal plug earlier this year and told NARA to make do with the system as far as it went.

Monica Greenan

Australia's Government is making increasingly successful efforts to raise standards with legally-binding public sector records management regulations. Melbourne consultant Judith Ellis, another RM standards evangelists, spends much of her time helping agencies and private companies get up to speed with electronic document and records management systems (EDRMS). Her case studies showed how much has been achieved in the last decade. It had not been an easy course, Judith said, recounting hair-raising case studies where the records systems had been under-resourced, ignored by senior management and, in one case, actively opposed by an IT manager. She offered no names, so no pack drill!

Judith Ellis

But she told the conference: "A survey of EDRMS implementation in the Australian public sector found that (legislation) compliance was the major reason given for adoption of EDRMS projects. Sixty-four per cent of respondents said that was their main reason." She offered wide-ranging tips to help project management teams and recommended an implementation checklist from Western Australia State Records, more great RIM advances.

ACRONYM ALPHABET SOUP

Unhappily, this is not happening all over the world, not even in the land of the free. International Monetary Fund Declassification Archivist, Todd Hooten, based in Washington, D.C., kept his Stream 2 audience in disbelieving stitches with descriptions of the chaotic security classification systems used in U.S. federal and state government agencies, carefully insisting that the IMF was certainly not among these.

Todd Hooten

He called it the "Wild and Wacky World of S.B.U's"… Sensitive But Unclassified designations spawned in an "alphabet soup" of acronyms that smother Freedom of Information regulations and effective archiving. Laws trying for clarification, the Computer Security Act (CSA) and the Federal Information Security Act (FISA) had merely created further confusion. Todd's inquiries found: "Three agencies based their security definitions on FISA, seven agencies based theirs on CSA, two agencies that use hybrids of the two and there are five agencies that decided they'd do whatever they want."

Someone asked: "Is this sustainable?" Todd's expression, gesture and mimed, un-vocalised "No!" was sufficient answer, his words lost in a gust of delegates' laughter. The hope remained that, just by putting his astonishing findings together, he might, somewhere, spark a return to a semblance of system-sanity.

On the other side of the globe, geographically and culturally, South Africa has vast records difficulties, too, particularly in its health care. African Shadrack Katuu, a master both of archival and of library and information studies from the University of British Columbia, Canada, was until recently Information systems manager at the Nelson Mandela Foundation in Johannesburg. Now he's studying the Rainbow Republic's public health care recordkeeping procedures for his doctorate. His description of those systems, if you could call them that, and the scale of the problems leave you overwhelmed and helpless.

Shadrack Katuu

We and the world of records and information management still have a very long way to go. As Janet Knight said, "We clearly have a job ahead of us." But, inForum 2011 demonstrated that we've stopped the endless talking and are getting to grips with it. From here on, it can only be up! iQ

BIBLIOGRAPHY

1 For more useful discussion on MoReq 2010, listen to the podcast at http://www. musingovermoreq2010. com/ featuring British RMers James Lappin and Jon Garde.
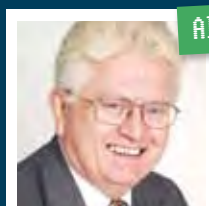
About the author

Former London newspaperman MICHAEL STEEMSON, ARMA, is the principal of the Calderson Consultancy in Wellington New Zealand and a member of the editorial committee of *iQ*.
• He can be contacted at mike.steemson@xtra.co.nz

AHOY WINNERS!

The RIM Professionals Australasia Awards were presented at inForum's pirate-themed awards dinner at the Darwin Convention Centre on Monday 12 September 2011

J Eddis Linton Awards 2010-11

Introduced in 2000 and named after one of the RIM Professionals Australasia's founding fathers, the J Eddis Linton Awards are heading into their twelfth year this year. They were introduced to provide recognition of excellence in records and information management and are presented in three fields: most outstanding student, most outstanding individual and most outstanding group. Award winners for 2010-11 were as follows:

STUDENT OF THE YEAR
Winner: Debra Leigo

This category is awarded to a student who has achieved excellence in educational studies in records and information management. See page 50 for more from Debra Leigo.

INFORMATION PROFICIENCY
MOST OUTSTANDING INDIVIDUAL
Not awarded

This category is aimed at those RIM Professionals Australasia members who have achieved excellence in records and information management and contributed highly to the profession. Six nominations were received this year.

Having considered all of the nominations the judging committee came to the decision that every one of the nominees had influenced their workplaces and demonstrated a strong, long-term commitment to the records and information management industry and the association. However, it was not felt that any of the nominees had demonstrated an outstanding level of excellence in best practice or innovation. Therefore, to be fair to all nominees, the Individual category was not awarded this year.

EZESCAN MOST OUTSTANDING GROUP
Winner: Scenic Rim Regional Council, Queensland

This category is aimed at those RIM Professionals Australasia members who as a group have achieved excellence in records and information management and contributed highly to the profession.

See right for more on the Scenic Rim Regional Council.

Linton Ezescan Most Outstanding Group – Scenic Rim Regional Council
Sandra Cormack and Nikki Blyton (with representatives of the award sponsor)

Scenic Rim Regional Council, Queensland
Winners of the Ezescan
Most Outstanding Group Award

In 2009, the records team at Scenic Rim Regional Council was presented with a 51-page outstanding audit Items report, the results of an internal recordkeeping audit. The records team took this report personally. They felt they had failed in their jobs.

A phone call to Queensland State Archives (QSA) set the records team off on a journey that changed their world. This phone call occurred at the time QSA was reviewing their methodology and templates for the strategic recordkeeping implementation plan (SRIP) and operational recordkeeping implementation plan (ORIP). The records team took the opportunity to be involved in this review.

Further, the records team produced a Record Management Program – a concise document that provided an overview of the recordkeeping environment in Council. This document was presented to, and adopted by Council's executive team.

Next, the records team undertook an extensive project utilising the tools provided by QSA which resulted in both a SRIP and ORIP being completed. These plans formed the basis for demonstrating to the internal auditors their 51-page audit report were "in good management and under control". The records team were able to breathe a sigh of relief.

Two key action items were selected for immediate implementation:

1 a recordkeeping audit program

2 a training program.

A hardcopy recordkeeping program and an electronic recordkeeping program were developed. Audits were then conducted against the hardcopy program, with results being passed to management. A mandatory training program was developed, and all staff are now progressively being trained. New staff have a rigorous training program that is proving successful.

Further to this, the records team actively participates in team meetings, conducts user-group meetings quarterly, actively participates in regional recordkeeping forums, and visit other councils. It has also introduced a records champion trophy, which is presented to individuals or teams in Council who demonstrate good record-keeping practices.

Additionally, members of the team have all enrolled and commenced a Certificate IV in Recordkeeping.

Objective Article of the Year Award 2010-11

The Objective Article of the Year Award recognises quality written contributions to RIM Professionals Australasia's publication *iQ* magazine and its sister publication *iRMA* (information and records management annual). It has been sponsored by Objective Corporation since its inception in 2004.

Objective

Article of the Year AWARD

WINNER
Allen Hancock for *'Gordon Ramsay & Alphabet Soup. The future of record keeping is simple', iQ* February 2011

As winner of this year's award, Allen won a top-of-the-range Canon digital camera, courtesy of award sponsor Objective Corporation.

Here are some of the comments from the judges, for Allen Hancock's article:

> "In a year that has seen some really excellent articles – as soon as I read this one, I thought 'Article of the Year'. It is funny, irreverent, very well written, entertaining and informative. A recordkeeping article that somehow encompasses food, wine, sex and even Leo Tolstoy … now that's got my vote."

> "Alan has delivered a simple message, well written, amusing – a cogent theme, and the metaphors gave it a fresh new twist."

> "Funny, well written, relates to every person on the planet and its ideology is so true. There are so many things in this article that I want to use – it will be like stealing a recipe. Extra point for being a Gordon Ramsay fan. Tick, tick, tick."

Other finalists

- **Andrew Warland** for *'The future of RM – and the implications for RM education', iQ* November 2010

- **Angela Summers** for *'How to market records and information management', iQ* November 2010

- **Paula J Smith** for *'Making records management fit for purpose', iQ* February 2011

- **Tracey Fenton** for *'A plea to halt the destruction of Communist archives', iQ* May 2011

- **Michelle Linton** and **Kevin Dwyer** for *'Don't let the students get you down', iQ* May 2011

How you can be in the running for the 2011-12 award

Every article/paper published in *iQ* and *iRMA* between now and August 2012 automatically goes into contention for the 2011-12 Objective Article of the Year Award. There is no need to fill in an entry form. As always, the judges will be looking for articles that inform, engage and inspire readers, while displaying the authors' sound knowledge of their subject. So, set to work on your potentially award-winning article today.
- Send *iQ* submissions to editor.iq@rimpa.com.au.

Research & Education Grant WINNER!

Michelle Linton (Linked Training Group Pty Ltd) and Kevin Dwyer (Change Factory) for their study of training, change management strategy and techniques used when implementing an EDRMS, their impact on uptake of the EDRMS and the level of recordkeeping maturity achieved.

Research and Education Grant winners – Michelle Linton (Linked Training Group Pty Ltd) and Kevin Dwyer (Change Factory)

Branch & Chapter Recognition Awards

Recognises the ongoing efforts of volunteer members at Branch/Chapter level in a number of categories:

The Western Australia Branch won most unusual event for their pub crawl

- **Most Active Branch**
  Queensland Branch

- **Most Active Chapter/SIG**
  NSW Local Government Chapter

- **Most Unusual Event**
  Western Australia Branch for their 'RIM & ALIA NewGrads Pub Crawl'

- **Best Attended Branch Event**
  Victoria Branch for 'Victorian State Seminar' with 72 attendees

- **Most New Members**
  New South Wales Branch with 73 new members

- **Best Newsletter**
  Victoria Branch

- **Most Collaborative IAM Event**
  Australian Capital Territory Branch

Rumpelstiltskin Awards

LISTSERV/FORUM DISCUSSION AWARD

Sharepoint was a hot topic throughout the past year with numerous discussions. Three discussions in particular stood out so there are three winners in this category:

- **Cathy Doller** for *'Sharepoint + TRIM'*. Posted: 9 August 2011

- **Stephen Macintosh** for *'The coming Sharepoint 2010 debate'*. Posted: 7 July 2011

- **Andrew Warland** for *'Sharepoint – Using a records archive versus managing records in place'*. Posted: 12 May 2011

LISTSERV/FORUM NEWSLETTER AWARD

Unfortunately no-one! No-one distributed a newsletter via the Listserv or Forums in 2010-11.

LISTSERV/FORUM ANNOUNCEMENT AWARD

Jackie Bettington for *'Consistent promotion of industry specific topics and encouraging professional development seminars'*.

LISTSERV/FORUM INNOVATION AWARD

Arthur Sliwinski for *'Work placements for Recordkeeping students'*.

GRAND PRIZE

John Sim for *'The value of back scanning'*. Posted: 27 July 2011 iQ

LONG-DISTANCE STUDY PROVES FRUITFUL

Debra Leigo is this year's J Eddis Linton Student of the Year. She explains why she loves to continue learning about records management – despite the fact that her closest fellow student is 400km away.

After reading an article, in the late 1980s, about future professions and skill requirements, while living on a remote grazing property in far Western NSW, I realised that librarianship was a career that I would enjoy pursuing. It wasn't until 2001 when we finally received satellite internet access that I began searching for distance education courses in librarianship. At that time I had begun supervising our son's primary education through School of the Air Broken Hill. In 2003, already familiar with the difficulties, benefits and commitment necessary for independent learning, I felt ready to begin studying by distance at tertiary level.

I began a BALIS (Bachelor of Arts, Library and Information Studies) through CSU (Charles Sturt University) in 2004. Studies began with an invaluable three-day residential school which provided one of the few opportunities to meet lecturers and fellow students face-to-face. I also became aware of the disadvantages I would face being one of the few students with no prior experience in the industry and very limited opportunities to gain any practical experience with the nearest public library over 270 km away.

Determined to do my best, I began by undertaking short courses in study skills and academic writing available through CSU. Meeting a 'local' (400km away) fellow student via an online forum provided mutual support. We arranged to attend the ALIA News Grads Symposium 2004, in Adelaide together. Networking at the symposium provided opportunities to meet library and information professionals from a wide range of backgrounds and organisations. Here the idea of volunteering at libraries while visiting friends or relatives was born. In January of 2005 I enjoyed a wonderful two weeks volunteering my services and putting theory into practice at Gatton Library, QLD, followed by another two weeks at Alexandrina Library, SA, in 2006.

BECOMING A CROSS-INSTITUTIONAL STUDENT

Early in my studies I became aware of and interested in the wide range of information institutions and services outside the public library sector. As a cross-institutional student, I began studying Records Management at ECU (Edith Cowan University) in 2006, as CSU didn't offer subjects in this area. The following year I completed the University of NSW Short Course Certificate in Managing Historical Documents delivered by Dr Peter Orlovich. I thoroughly enjoyed this course and the practical experience it provided, quickly realising that this was the career path I wanted to pursue. Following the Short Course, I completed my first project in this field, working on the numismatics (medals and badges) collection at the Royal Agricultural Society NSW.

My next project was to undertake retrospective records management at the Wild Dog Destruction Board, a very small NSW Government agency. Beginning in 2008, taking 11 weeks spread over 18 months, the project involved developing and implementing a functional retention and disposal authority for records covering a 50-year period. My early studies at ECU, focusing on ISO 15489 and DIRKS had prepared me well for this project. (A two-part report on this project is available at http://archivesoutside.records.nsw.gov.au/retrospective-records-management-part-1/ and http://archivesoutside.records.nsw.gov.au/retrospective-records-management-part-2/). In 2009 I received the ASA Mander Jones Student of the Year Award for my essay on social media and user contributed content

›› MEETING A 'LOCAL' (400KM AWAY) FELLOW STUDENT VIA AN ONLINE FORUM PROVIDED MUTUAL SUPPORT ‹‹

Linton Student of the Year – Debra Leigo (accepting her award from David Pryde)

in archives, which I had written as an assessment task during my studies at ECU.

My three week practicum, a requirement of the BALIS course, was undertaken in 2009 at the NIDA/SBW Archives under the supervision of Dr Orlovich. During that year CSU announced that the Bachelor of Information Studies, with a range of specialisations including Records & Archives Management, would be available from the beginning of 2010. I transferred into this course and completed the Records & Archives Management specialisation the same year. Toward the end of my studies I received a CSU Regional Archives Summer Scholarship to undertake arrangement and description at the Archives for eight weeks. Graduating in March 2011, I was awarded the Zenith Management Services Undergraduate Prize and the Australian Library & Information Association Student Award for my efforts and high level of achievement. I have actively pursued many interesting opportunities throughout my studies, requiring additional effort and commitment however the benefits have been worthwhile.

Since graduation, while still living on a remote grazing property in far Western NSW, I have begun a Masters of Information Studies at CSU, instigated a project to preserve and promote the School of the Air Broken Hill archives and heritage collections, completed nine weeks' casual work at Noel Butlin Archives Centre, ANU and begun processing a large archival collection at Moore Theological College, Newton. I have also visited Darwin for the first time. **iQ**

R·I·M
Professionals Australasia

Directory

Chair
David Pryde MRIM
Email davidhp@xtra.co.nz

CEO
Kate Walker FRIM
Email kate.walker@rimpa.com.au
Mobile 0409 250 795

Membership & Customer Services Manager
Maree Cooper
Email maree.cooper@rimpa.com.au

Finance Officer
David Webb
Email david.webb@rimpa.com.au

Marketing & Convention Officer
Kristen Keley MRIM
Email kristen.keley@rimpa.com.au

Branch Manager, & Sales & Sponsorship Coodinator
Wendy Daw
Email wendy.daw@rimpa.com.au

Professional Development & Education Officer
Dr Marian Hoy MRIM
Email marian.hoy@rimpa.com.au

Event Coordinator
Susan Henshaw
Email susan.henshaw@rimpa.com.au

ADDRESS FOR ALL
PO Box 276
St Helens TAS 7216

Accreditation of courses in records and information management

At the September 2011 meeting of the Board of RIM Professionals Australasia, a number of courses were accredited for a period of five years.

Institutions and providers formally recognised by RIM Professionals Australasia have had their course curricula tested against a range of criteria-relating expertise and knowledge of best practice, the ISO Standard for Records Management 15489 and, if applicable, the Recordkeeping Competency Standards.

As our membership and employment base grows, as online learning increases and becomes more global, it is important to recognise international qualifications. It is also important to give members confidence that short courses they undertake meet current knowledge and best practice. The following courses have been accredited and can be found at http://www.rimpa.com.au/professional-development/courses-available/

UNIVERSITY OF DUNDEE, SCOTLAND
The University of Dundee offers a range of online/ distance-based courses at Masters, Graduate Diploma and Graduate Certificate level:
1. Archives and Records Management
2. Archives and Records Management (International)
3. Records Management and Digital Preservation
4. Records Management and Digital Preservation (International)
5. Records Management and Information Rights
6. Digital Recordkeeping

University of Dundee also offers units as CPD short courses:
- Principles and practice of records management
- Complying with information legislation: Principles & practice
- Wider legal frameworks (emphasis on applying to student context)
- The theory and context of recordkeeping
- Electronic records management
- Management and preservation of digital records
- Metadata standards and information taxonomies
- Preservation and disaster management
- Business archives and records
- Strategic management for information professionals
- Outreach and community archives
- Ethics and international perspectives

LINKED TRAINING, SYDNEY, NEW SOUTH WALES
Linked Training is a Registered Training Organisation (RTO) that offers a range of qualifications and short courses relevant to records and information management.

For recordkeeping qualifications, Linked Training currently offers recognition of prior learning or current competencies, based on submission of evidence. This approach is similar to other RTOs. Linked Training also provides a range of business and records and information management short courses, such as using and managing TRIM, IT and business-related units. The following courses have been recognised:
- Certificate III in Recordkeeping
- Certificate IV in Recordkeeping
- HP TRIM Context Version 6R2 Level 1 (short courses)
- HP TRIM: Context Version 6R2 Level 2 (short courses)

HP TRIM Context Version 6R2 Level 1 covers end-user recordkeeping principles, legislative responsibilities and basic HP TRIM functions, such as creating records, finding TRIM records, capturing emails.

HP TRIM: Context Version 6R2 Level 2 covers more advanced end user recordkeeping practices and advanced use of HP TRIM for business productivity improvement eg, security management, managing email.

These short courses are available as: scheduled face-to-face, onsite (workplace) private tuition, customisable. **iQ**

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