

iQ

SPECIAL FEATURE:

Progressing your career and emerging practitioners:

Strategies and methods to secure your future



IN THIS ISSUE

- Company Outstanding Achievement Award Winners 2022 and 2023
- Bridging Data Privacy and Cybersecurity (no they're not the same thing)
- Meet our biggest iQ contributor Craig Grimestad
- Navigating the Crossroads of AI and credibility



A christmas message from

ezeScan.



As the festive season wraps us in its warm embrace, EzeScan extends a heartfelt 'Thank You' to the remarkable RIMPA community for your unwavering support throughout 2023.

Together, we've scaled new heights, strengthened our bonds and eaten a lot of chocolate (if you know you know!)

As we approach the magical season of Christmas and prepare to bid farewell to 2023, we want to extend our warmest wishes to you and your loved ones. May this holiday season be a time of joy, reflection, and renewal. May the twinkling lights of your Christmas celebrations brighten your hearts and homes.

At EzeScan, we are excited to embrace the promise of 2024 with you. It's a year that holds boundless opportunities for growth, innovation, and shared success. We look forward to continuing our journey together, working hand in hand with the dynamic RIMPA community.

Wishing you a Christmas filled with love, laughter, and cherished memories, and a New Year brimming with prosperity, health, and happiness.





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THOMAS KAUFHOLD LIFE MRIM
CHAIRPERSON, RIMPA GLOBAL

VIEW FROM THE CHAIR

Welcome to the December 2023 edition of the iQ which discusses the issues and challenges records and information managers face in securing their roles into the future. There is no doubt that we do have a role to perform and a crucial one in that. I can't think of any other profession that is so impacted by change from community expectations to the application of technology. To maintain our currency and importance we need to constantly be looking at strategies and approaches to achieve that goal. The articles in this iQ will provide you with some insights.

This edition also provides us with a wrap up of RIMPA Live 2023 which was held on the Gold Coast. The feedback on the event was very positive and it was satisfying to hear how much our overseas visitors enjoyed our marquee event. RIMPA Live's Gala Black Tie Gala and Company Awards dinner topped off the conference where members were honoured and recognised for their hard work and commitment to the profession. See the award winners listed in this edition.

At the closing of RIMPA Live 2023 we celebrated status upgrades and graduates from both RIMPA's VET Courses and Executive Engagement Masterclass. Congratulations to all in achieving milestones in your professional development.

Also, articles featured in this edition include:

- Bridging Data Privacy and Cybersecurity (no they're not the same thing) - By Annette Thompson
- Navigating the crossroads of AI and credibility - By Dr Neryl East, and
- Bullying in the Workplace

This will be my last 'View from the Chair' as, after a period of six years, I will be stepping down as Chair at the end of December 2023. I will also be leaving the Board. Bonita Kennedy Life MRIM has been elected as the new Chair who will take over this role from 1 January 2024. Bonita has been on the RIMPA Global Board for the last five years and has had a long active involvement with the South Australian Branch before the disbandment of Branches just over a year ago. I am completely confident that Bonita will lead the RIMPA Board and team to continue the good work already underway and track a successful path into the future.

There is no doubt that we do have a role to perform and a crucial one in that. I can't think of any other profession that is so impacted by change from community expectations to the application of technology.

In closing, it has been a privilege and honour to be the Chair of RIMPA Global for the last six years. What an opportunity to be part of a team capable of remaking RIMPA to what it is today with a structure and working environment that is more agile and appropriate to serve the interests of our members and the community.

It is deeply satisfying to have been in this role with the support, generosity, and loyalty of past and present board members. I also like to thank Anne Cornish Life MRIM for her leadership and the insane hours she has worked as CEO. We have built a great administration team and I thank them all for their valuable contributions and loyalty.

It would be remiss of me not to mention Jo Kane and Tynelle Spinner who have been with us since we embarked on our renewal journey more than five years ago. Thank you for sticking around and making a difference.

I will remain involved with RIMPA Global through the Global Information Consortium as a RIMPA Global Board Liaison over the next two years and of course will follow with keen interest in RIMPA's endeavors for the future.

I wish you all good health and success for the festive season and the new year.

RIMPA GLOBAL: MEMBERSHIP NEWS

Member Update

It's been a bustling quarter in the membership realm. We've been proactively reaching out to our members about renewals, adjusting membership tiers, and diligently tracking outstanding memberships.

If you believe your renewal is due but haven't received it, don't hesitate to reach out to our membership team at admin@rimpa.com.au. Various factors can cause this, and we're here to make your renewal process as smooth as can be.

In the past quarter we have welcomed a total of 46 new members and currently we have 3132 members!

Introducing MILA

Managing Information Legislation Australia, our newest member benefit.

Are you in one of these categories?

- Business Leaders: Company Directors, CEOs, CIOs, General Managers, Auditors, Finance Managers, Office Managers, Company Secretaries, Legal Counsel.
- Information Management Practitioners: Information Managers, Records Managers.
- Heads of Legal, Law Firms, and Solicitors.

Did you know there are numerous regulations affecting your record-keeping – what to keep, for how long, in what form, and who's responsible?

Understanding and complying with these laws is vital to reduce non-compliance risks and safeguard your brand and finances. MILA streamlines this process, saving time and money while enhancing quality.

MILA, a one-of-a-kind global application, puts critical business information at your fingertips with swift search capabilities.

Visit rimpa.com.au/mila for details and to purchase.

Explore our new RIMPA Shop!

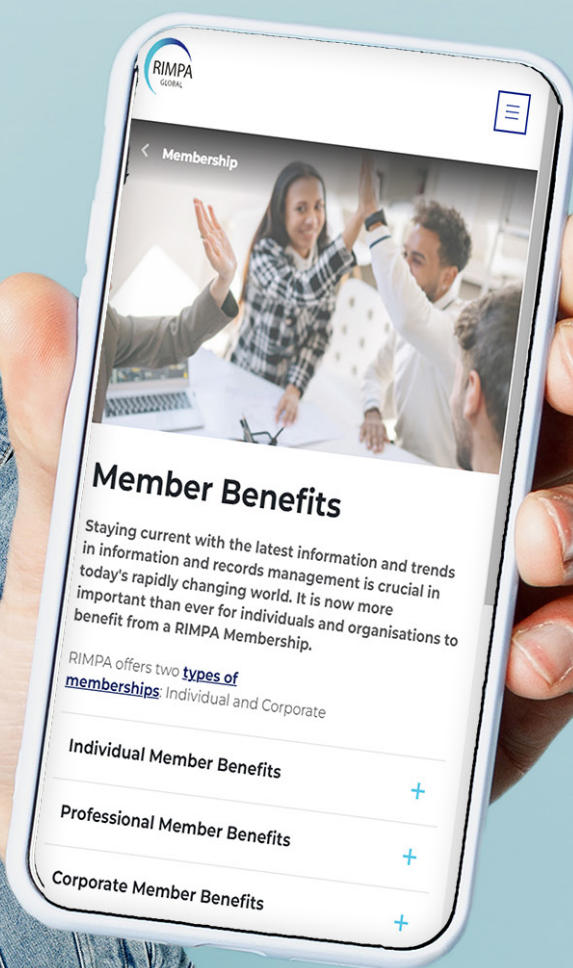
We're thrilled to announce the launch of our brand-new RIMPA shop! Our goal is to empower your career with a wealth of valuable resources, and the RIMPA shop is your one-stop destination for all things professional development.

In our shop, you can enjoy a seamless shopping experience, complete with Workshop Bundles, ARMA memberships, and so much more.

But that's not all—stay tuned for the next quarter, when we'll be introducing individual editions of the iQ and additional resources. Exciting developments are on the horizon!

Don't miss out on this opportunity to enhance your professional journey. Visit our RIMPA shop today and stay tuned for what's to come!

Visit rimpa.com.au/resource-hub/shop



RIMPA GLOBAL: MEMBERSHIP NEWS



Do you want to join our Mentor Program?

Our mentorship programs are structured initiatives that pair experienced individuals with less experienced mentees for the purpose of personal and professional development. The benefits of these are numerous!

Firstly, mentorship provides a valuable learning opportunity for mentees. They gain insights, knowledge, and advice from mentors who have walked a similar path, helping them navigate challenges and make informed decisions.

Mentors, on the other hand, find satisfaction in sharing their expertise and contributing to the growth of others. It's a chance for them to give back to the Records and Information field and refine their own leadership and communication skills.

We have found our mentorship programs foster a sense of belonging and community within RIMPA. They promote collaboration, communication, and the exchange of ideas.

Overall, mentorship programs are a win-win, offering personal and professional growth for both mentors and mentees, enhancing organisational culture, and driving career advancement.

We currently have several active mentorship programs, and the feedback we've received has been exceptionally positive. In the coming few months, you can expect to find some new, eager faces on our Mentor page, giving you more choices.

Alternatively, if you're interested in becoming one of our esteemed mentors and contributing to the growth of your fellow RIMPA members, please don't hesitate to reach out to the membership team at admin@rimpa.com.au. Your willingness to mentor is highly valued and appreciated.

Visit rimpa.com.au/career-centre/mentorship

Hats off to our Status Upgrades!

As you are well aware, RIMPA Live 2023 was a huge success! For those who couldn't attend this event in person, you would have missed the moment when several of our members received their certificates during the closing lunch ceremony.

We extend our heartfelt congratulations to these members who have demonstrated their commitment to advancing their professional journey and progressing within their RIMPA membership lifecycle.



For more information on becoming a RIMPA Global Member
visit rimpa.com.au.
membership@rimpa.com.au

RIMPA GLOBAL AND ARMA: INTERNATIONAL MEMBERSHIP

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

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

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

WHO IS ARMA INTERNATIONAL?

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

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

Contact the Membership Team to ARM yourself with additional benefits.
Email: admin@rimpa.com.au


iQ
NEXT EDITION: MARCH 2024

DATA REVOLUTION UNLEASHED

- Embracing the era of big data and analytics.
- Exploring cutting-edge technologies shaping data management.
- Case studies on successful data-driven decision-making.
- Strategies for organisations to leverage data as a valuable asset.

Want to contribute to iQ? Refer to iQ's submission guidelines.
Visit rimpa.com.au/news/iq/iq-article-submission

COPY DUE: JAN 12, 2024
Submit your story to:
editor.iq@rimpa.com.au



**Public Record
Office Victoria**

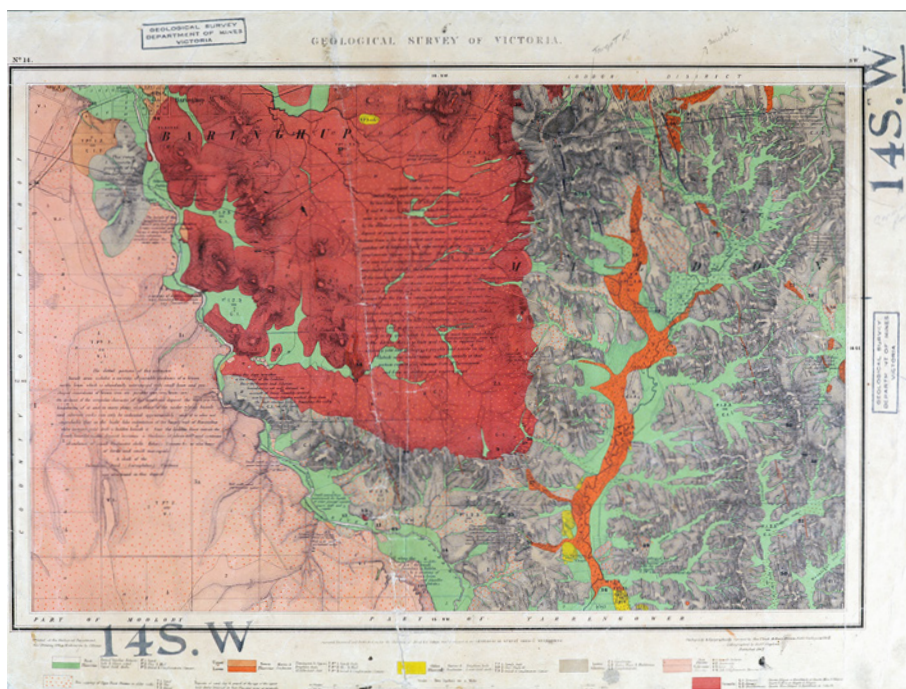
New Transfer Project

PROV recently completed a 15-month records description and transfer project commissioned by the Geological Survey Victoria.

The records transferred include geological maps and plans, records of mining and extractive industry licences, data from drilling activity and geophysical surveys. They date from 1852 through to more recent exploration.

These are an important resource for those working in the fields of geoscience, geological investigation, mineral and energy surveys, as well as for people with an historical interest. The transfer project included moving the records from Werribee to PROV for arrangement and description tasks, re-housing the records to archival standards, and publishing descriptions to the PROV catalogue for improved preservation, access and usability.

Learn more on our blog. Agencies with a new transfer project for PROV should visit our webpage 'Transferring records to PROV'.



NEW RDA AND PROCUREMENT INFORMATION

A new Retention and Disposal Authority (RDA) for records created by redress and reparations schemes in Victoria was released in September. The new RDA was created to cover current and future Victorian Government redress schemes, providing consistency of process for departments.

Thank you to staff at the redress schemes who were extremely helpful in assisting us with understanding this emerging function of government.

We also want to thank everyone across government and the wider community who provided feedback on the draft RDA.

The RDA is available now on our website. Also added to our website in September is information about procurement and contract management and the recordkeeping required when acquiring goods and services. See 'Procurement – sourcing and contract management.'

Visit prov.vic.gov.au for more PROV news.



**State Archives
& Records**

The 2023 Recordkeeping Monitoring Exercise

State Records NSW conducted its second annual Recordkeeping Monitoring Exercise in 2023.

The monitoring exercise involves self-assessment by public offices using the Records Management Assessment Tool (RMAT) to evaluate recordkeeping programs.

The RMAT comprises 19 questions categorised into People & Governance, Systems & Business, and Information Management, reflecting public office obligations in these areas.

Key findings of the exercise include:

- 278 public offices participated in 2023, up from 247 in 2022.
- 38% of participating public offices have scores which identify them as 'mature' in their records management, up from 30% in 2022.
- The overall records management maturity score is 2.79 out of 5, up from 2.67 in 2022.

Five assessment questions are now above baseline compliance (Question 3 on Senior Responsible Officer for records management, Question 10

on Security & Protection of records, Question 14 on Systems Design, Question 15 on Create, Collect, Capture, and Question 16 on Storage of records).

The three lowest scoring assessment questions are Question 8 on Outsourcing & contracts, Question 9 on Performance monitoring, and Question 18 on Transfer to the State Archives Collection.

The detailed report on the exercise, State of Recordkeeping in NSW is now available on the State Records NSW website.

State Records NSW will use the results of this year's Recordkeeping Monitoring Exercise and the comments provided by public offices to prioritise its efforts for assistance and guidance over the next year.

SYNERGY UNLEASHED:

Celebrating the Conclusion of a Successful Journey

BY JOANNE KANE



The RIMPA community has further blossomed this year at the annual convention held on the gorgeous Gold Coast at one of my favourite venues, the RACV Royal Pines Resort.

Over **500 people** were in attendance over the 4 days where we unraveled the synergy between information, records, and data management not only for government-based organisations but also the playing field within the private sector.

With over **116 sessions to choose from**, the program provided more than enough educational content for all attendees to sink their teeth into. Gaining insightful, thought provoking, and occasionally controversial futuristic processes that some in attendance may have found difficult to digest.

We introduced a new segment into the program for the first time in the 38-year history of RIMPA's annual convention, which I am sure will now be seen as one of the best starts to a convention, with all our sponsors and exhibitors going head-to-head in a one-minute showdown in our **Pitch Perfect Vendor Showcase!** This stimulated attendees to gravitate towards the vendors during the first break of day one!

Kapish emerged as the triumphant winner and is set to create history as the inaugural winner and etched onto the perpetual trophy for all to see from now, way into their future.

From the chatter within the convention space, we managed to not only align our learning with the theme of the convention, **'Success Through Synergy,'** but we were also able to achieve so much more, with almost everyone in agreeance from sponsors, exhibitors, speakers and delegates – that this convention was truly the best yet.

Other words spoken throughout the corridors of RACV Royal Pines Resort were – 'sense of pride', 'industry excellence', 'seamlessness', 'insightful', 'community, engagement', 'positive energy' – for an event of this size, feedback doesn't get much better than that!





With over **1,476 business cards** exchanged over the convention, the entire team here at RIMPA Global are so proud of the community that has grown over the last few years. The pride, recognition and sense of achievements and championing of one another, whether you are new to the industry, or a seasoned professional was awe inspiring.

To top this all off **'Otto the Owl'** made an appearance throughout the convention and made sure that everyone was having a good time!!

Our relationships with our global connections spiraled into another realm with special guests **Michael Haley, Tricia Smith, Ryan Zilm and our UK visitors from Archive360 and Preservica** discovering the vibe and pride that we have as a community here at RIMPA Global.

We certainly packed a lot in to the four days at the convention this year. Interaction at this year's convention was at an all-time high, with some new additions to the format of the program.

Engaging Keynote Speakers Our convention kicked off with inspiring keynote speeches from industry leaders who shared their insights and strategies for achieving success through synergy. Their wisdom and experiences set a positive and motivating tone for the entire event.

We will never forget **Gus Balbontin's energy, Nick Abrahams' tech talks, or Tony Vizza's presentation on cyber security issues.**

Interactive Panels throughout the convention featured thought-provoking discussions, where experts delved into key challenges and opportunities in the R/IM and data management space.

Innovative Workshops and Breakout Session participants had the opportunity to engage in hands-on workshops and breakout sessions that provided practical tools and techniques to enhance their skills. These sessions facilitated meaningful interactions and fostered a collaborative learning environment.

Of particular note, who really made an impression on our attendees **Lindsay Adams, Dr Selena Fisk, Derrick McManus, Dr Neryl East and the amazing training team from Leadership Through Data led by Jaki Stockwell.**

Networking Opportunities: The Gold Coast Convention provided ample networking opportunities, allowing attendees to connect with like-minded professionals, potential partners, and industry influencers. The synergy created in these interactions will undoubtedly lead to future collaborations and business opportunities.

The **Go Grease Lightning Carnival Welcome Reception** sponsored by **Chrome Consulting**, **Black Tie Gala Dinner** sponsored by **EzeScan**, **Closing Keynote Summation Panel and Lunch** sponsored by **Compu-Stor**, and the **Sunset Happy Hour Networking Drinks Poolside** sponsored by **OpenText** certainly ignited a lot of conversation amongst the RIMPA Global community.

RIMPA Global Trade Show Arena: Our diverse exhibition hall showcased cutting-edge products, services, and innovations in the records, information and data fields. **The Next Gen Tech Lab**, where some attendees sat in silence with the silent disco headphones, really took the convention experience to another level, with high attendance numbers experienced in these sessions which was dedicated to our invaluable business partners. A great addition to the program in 2023.

We extend our sincere gratitude to our sponsors and partners whose support was instrumental in making this convention a success. Their commitment to excellence and dedication to the RIMPA Global community contributed significantly to the overall positive experience of our attendees.

Thank you to everyone who contributed to the 'RIMPA Live: Success Through Synergy' Convention on the Gold Coast. We look forward to seeing you at future events and continuing to build a community that thrives on synergy and success.

Photography: Carey Cam, Gold Coast Media

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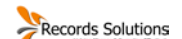
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Highlights from the RIMPA Global Outstanding Achievements Awards on the Gold Coast



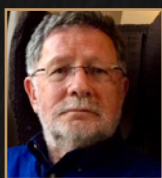
The Black-Tie Gala Dinner held by RIMPA Global took place on the vibrant Gold Coast, marking a special night in the records and information management industry. It was not just an event; it unfolded as a recognition of excellence, highlighting the dedication and innovation within our field.

The focal point of the evening was the Company Outstanding Achievement (COA) awards, acknowledging significant contributors in the industry for 2022 and 2023. Named after pioneers in records and information management, these awards highlighted organisations and individuals who have not only excelled but have set industry benchmarks. Their initiatives are not just noteworthy; they are globally recognised, and their services are not only leading, but also redefine industry standards.

Amidst the glimmering Gold Coast, the awards named in honor of industry leaders served as a testament to the outstanding initiatives, insightful articles, and unwavering commitment to RIMPA demonstrated by the evening's celebrated individuals and entities. It was not merely a gala; it represented a high point in the industry narrative, where stories of dedication and innovation resonated across the expansive landscape of records and information management.

2022 Award Winners

THE IQ ARTICLE OF THE YEAR AWARD



This award was introduced in 2004 to promote and recognise quality written contributions to RIMPA's quarterly publication, the iQ Magazine.

The recipient for 2022 is: **Dr Frank Golding** for his article titled "Whose history is it anyway" – a biographical article on children in the 'system' and their rights to the records of their histories during care.

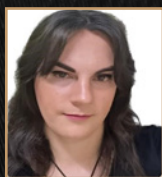
THE JIM SHEPHERD VENDOR OF THE YEAR AWARD



Presented to a vendor in recognition of both their support of RIMPA and of their services to the records and information management industry. Vendor Partners play a significant role within the RIMPA community, forming the foundation of the opportunities provided to the RIMPA Global membership.

The recipient for 2022 is: **OpenText**

THE JULIE APPS NEW PRACTITIONER AWARD



Presented by RIMPA to recognise the contribution an individual has made either to their workplace practices or to the RIMPA community. The recipient must be new to the industry, meaning they are employed or volunteer in a permanent, temporary, or part-time capacity for no more than 5 years.

The recipient for 2022 is: **Cassandra Regan**

THE TOM LOVETT OUTSTANDING STUDENT AWARD



Presented by RIMPA to recognise a student who has achieved excellence in their educational studies, and their learning has impacted them and the RIMPA community and/or industry.

The recipient for 2022 is: **Michelle Williams**. Michelle received her Bachelor of Arts – Librarianship and Corporate Information Management in February 2022 through Curtin University.

THE PAMELA HALL OUTSTANDING GROUP AWARD



Presented by RIMPA to recognise the contribution an organisation or group has made either to their workplace practices, the RIMPA community or the records and information management industry.

The recipient for 2022 is: **The Modern Recordkeeping Team – City of Perth**. The team successfully implemented SharePoint as the document management, delivering a user-friendly environment that is legislatively compliant.

THE J EDDIS LINTON OUTSTANDING INDIVIDUAL AWARD

This award is the highlight of the RIMPA Global award season, presented to an individual who has made a significant contribution to records and information management. It recognises excellence to a superior standard, outstanding achievements that have made a difference within the recipients' organisation, the industry and RIMPA. Having made significant contributions within the areas of Contribution to RIMPA, Industry Support, Learning and Development and Knowledge Sharing over a sustained period that has a profound and significant impact, the recipients of this highly coveted award are role models from which we can all learn.



The recipient for 2022 is Petá Sweeney FRIM.

Petá has a long association with the industry, from library assistant to records consultant, her skills are firmly built on study, professional development, and extensive experience in the public and private sectors. She is a long-time professional member and was awarded the status of Fellow in 2013. Petá's commitment to the industry includes serving on the RIMPA Queensland State Government Chapter before joining the Queensland Branch Council. For over 10 years Petá performed various roles on the Qld Council including Professional Development Coordinator and President. She has been a Board Member and the Vice Chair of the Board.

HALL OF FAME INDUCTEE AWARD

Founded in 2019, the RIMPA Hall of Fame honours remarkable contributors in the records and information management industry. Inductees are chosen based on their long-standing commitment and dedication to RIMPA and how they have influenced the direction of the records and information management industry. Their contributions will have impacted and inspired their peers and younger members and encouraged them to achieve their potential.

Records and information management is a central element of an organisations' governance framework, protecting the past and guiding the future. It is also interwoven into our personal lives from our inception to our final moments. In honouring inductees' achievements in the records and management industry, the RIMPA Hall of Fame preserves, presents and shares this heritage as an inspiration to all within the industry. The message is a valuable one that emphasises the rich rewards that are offered by striving to attain RIMPA's values.



Inductee for 2022 is:
Jim Shepherd

2023 Award Winners

THE IQ ARTICLE OF THE YEAR AWARD



The recipient for 2023 is: **Linda Shave FRIM** for her article titled "Realising the Full Potential of IM in Governance" – an article that provides insight to the reader on the steps needed to implement effective and efficient governance across an organisation using governance.

THE JIM SHEPHERD VENDOR OF THE YEAR AWARD



The recipient for 2023 is: **Records Solutions**

THE TOM LOVETT OUTSTANDING STUDENT AWARD

Sponsored by Records Solutions



The recipient for 2023 is: **John van der Zant ARIM**. John received his Bachelor of Arts – Librarianship and Corporate Information Management in January 2023 through Curtin University.

THE PAMELA HALL OUTSTANDING GROUP AWARD

Sponsored by Information Proficiency



The recipient for 2023 is: **The Records Management Program – Logan City Council**.

The team have been successfully advocating for the industry within their organisation by running Information Awareness Month events for the past 7 years. This year saw the publication of a 4-part story on the history of records management at Logan, a trivia competition, a weekly story in the Council's bulletin plus much more, achieving their goal to increase awareness of R&IM across the business.

THE DAVID MOLDRICH OUTSTANDING VOLUNTEER AWARD

This award was introduced this year and is named after a dedicated and passionate individual who has contributed voluminous hours of time as a RIMPA Global volunteer, David Moldrich. This award seeks to recognise volunteers for their time and contributions to RIMPA Global and is a testament and thanks to the recipient's outstanding commitment to RIMPA Global. It demonstrates and recognises the importance of volunteering and giving back to the industry. Like the J Eddis Linton award, this award is a highlight of the season. It reflects the strong foundation upon which RIMPA Global has been built and continues to grow and serves as a reminder of the importance of recognising excellence and commitment within the field of records and information management.



The recipient for 2023 is: **Carolyn Atkinson MRIM**.

Carolyn's volunteer experience with RIMPA began in 2018 when the RIMPA WA Branch was rebuilding. She commenced as a Branch Councillor and very quickly took on the roles of Vice President, and Events and Marketing Coordinator roles, then moving to Branch President. Carolyn was the WA Board Director for several years who participated in setting the direction of RIMPA Global.

THE J EDDIS LINTON OUTSTANDING INDIVIDUAL AWARD

Sponsored by EzeScan

The recipient for 2023 is: **Meryl Bourke Life MRIM.**



As a long-time contributor to both RIMPA Global and the industry, Meryl shares her knowledge and experience freely with her peers, staff, and those she encounters through networking opportunities. Her dedication and commitment to

the Company and industry has seen her get involved with RIMPA as the Qld Chapter President, on working groups and committees, and as an ambassador. Meryl was awarded the International Scholarship advocated for RIMPA Global on an international scale at the ARMA InfoCon. She is also one of the newly elected Board Directors for the 2024-26 term.

HALL OF FAME 2023

Inductees are:

Barbra Reed Life FRIM



Barbara, through her dedicated efforts spanning four decades, has emerged as a trailblazer whose impact on the industry's evolution and advancement is truly noteworthy.

Barbara demonstrates her aptitude not only for education but also for nurturing the next generation of information management professionals. Her influence extends beyond the confines of traditional classrooms. Through formal and informal training initiatives, she imparts knowledge and insights, contributing to the continuous development of individuals in the field.

Barbara has played an integral role in shaping industry standards and guidelines, cementing her status as a respected thought leader and since 2016, she has chaired the Standards Australia IT21 Committee.

In recognition of her exceptional journey, transformative influence, and enduring commitment to the records and information management field, Barbara Reed is celebrated as an exemplary figure whose legacy will continue to shape the industry for generations to come.

Peter Smith Life FRIM



Peter Smith is a pioneer of the establishment of the RMAA formed in 1969. He joined the newly established NSW Branch Council in the early 1970's, the first President of the NSW Local Government Chapter and has had ongoing involvement with RMAA/RIMPA and the

records and information management industry since then. He has recently joined the RIMPA OWLs Committee and has been a member of the RIMPA Panel in 2022 to accredit information management courses at Charles Sturt University.

Peter's focus has been on education through developing TAFE records management courses and the teaching of these courses. He served on many committees and working groups to review and develop teaching courses and competency standards across various industry sectors.

Peter has had a long history of serving on the RIMPA Federal Council, now known as the Board, as Federal Treasurer and Secretary, and as Federal President from 1985 to 1988. He was elected in 1989-1990 as President of the then-International Records Management Council.

Peter is a Life Member and has the professional status of Fellow. He was awarded the International Emmett Leahy Award in 1996, being the first person to be given this award outside North America in its 40-year existence at that time. Peter was also awarded the J. Eddis Linton Outstanding Individual Award in 2000.

Peter led many committees, including:

- Becoming a member of the Standards Committee to develop the Records Management Standards in 1988.
- Becoming Secretary for the National Committee to develop Competency Standards in conjunction with the Arts Training Council of Australia in 1992.
- Appointed Chair of the NSW State ALIA (Australian Library and Information Association) Education Committee in 1994
- Peter also delivered a range of papers in all states and territories in Australia and overseas countries such as, England, Scotland, New Zealand, Philippines, and France.

Thomas Kaufhold Life MRIM



With a remarkable career spanning over 55 years, Thomas Kaufhold stands as a stalwart figure in the records management industry. His journey within RIMPA reflects not just a professional association but a deep commitment to a community he has helped shape and nurture.

Thomas's extensive involvement in RIMPA is nothing short of extraordinary. From serving as Branch Councillor, Branch President, Branch Vice President, and Branch Treasurer to being a significant presence on both the RMAA Federal Board and RIMPA Board, his multifaceted roles have been integral to the organisation's growth. His dedication was not just recognised; it was celebrated through various awards, culminating in his induction into the RIMPA Hall of Fame.

For an astounding 47 years, Thomas dedicated himself to RIMPA, dedicating countless hours to its progression and sustainability. His mentorship has guided many, and his leadership has been a beacon for all involved. His impact is not merely measured in roles and titles but in the inspiration, he provides to the entire RIMPA community.

Thomas Kaufhold's legacy is one of unparalleled dedication and passion. His story is intertwined with the very fabric of RIMPA, reminding us of all the power of commitment, mentorship, and shared purpose.

DRIVING INCLUSIVITY:

RIMPA Global's Collaboration with Ability Works

BY JOANNE KANE



RIMPA Global is thrilled to announce its official partnership with Ability Works Australia, a pioneering organisation dedicated to creating opportunities for people with disabilities.

RIMPA Global's collaboration with Ability Works Australia signifies our commitment to fostering a diverse and inclusive records and information management community. By joining forces with an organisation that champions inclusivity, we aim to create a more accessible and supportive environment for professionals across the globe.

Ability Works Australia shares our vision for a world where every individual is given the chance to thrive professionally, regardless of their abilities. Through tailored employment solutions, training, and support, Ability Works Australia empowers individuals, aligning seamlessly with RIMPA Global's mission of advancing the records and information management profession worldwide.

This partnership opens doors for collaboration, knowledge exchange, and the creation of resources that cater to diverse learning needs within our community. By working together, RIMPA Global and Ability Works Australia are not only enriching the industry but also changing lives, fostering a sense of belonging and purpose among individuals of all abilities.

Get Involved! We encourage our members to explore the invaluable work done by Ability Works Australia at abilityworks.com.au. Your support and engagement will play a pivotal role in shaping a more inclusive future for our profession.

By working together, RIMPA Global and Ability Works Australia are not only enriching the industry but also changing lives, fostering a sense of belonging and purpose among individuals of all abilities.

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AUSTRALIA



Global Perspectives:

Navigating ARMA International InfoCon 2023 - A Journey of Learning, Connection, and Leadership

BY MERYL BOURKE LIFE MRIM

Well not in my wildest dreams would I have expected to be attending an ARMA International InfoCon convention in Detroit, but RIMPA Global in partnership with ARMA International changed all of that. Winning the 2023 Neil Granland International Convention Scholarship is one of the highlights of my 37 years in the records and information industry.

I am not an esteemed traveller, and this was my first time visiting the US mainland. I was grateful to be accompanied by RIMPA Member Engagement Manager, Tynelle Spinner and RIMPA Board Director and Membership Engagement Portfolio, Nancy Taia. Three strong, independent professionals proudly representing RIMPA Global.

With an early departure needed from RIMPA Live, our 30-hour journey saw us reach Detroit Friday lunchtime, where we stayed up as long as possible to fight the dreaded jet lag. We woke up early on Saturday morning fresh and ready to start our mission. First on the list was the attendance at the ARMA International Board meeting where we were welcomed with open arms by ARMA Board members and staff. There was lots to discuss with some key similarities of our key strategic paths and goals in relation to membership engagement, education and supporting and advocating for our industry. After lunch we were treated to a visit

to the Henry Ford Museum where we got to wonder and explore at our own leisure the history and records of Ford.

On Day 1 of the conference, I attended the 'First Time Attendee Breakfast' networking session. This was a great introduction to understanding ARMA, the structure of the conference and to meet some of the first-time delegates. The realisation that both ARMA International and RIMPA Global members are facing the same or similar challenges was identified not long into Day 1 of InfoCon. After the keynote speaker, I headed to the "Introvert's Guide to ARMA - Tips to Thrive at InfoCon and Beyond" session led by ARMA International Wendy McLain, a self-confessed introvert. An introvert and a first timer myself, this was not a session I wanted to miss. The session was 45 minutes of helpful tips and strategies to get the most from the conference and how to give yourself permission to just take a break to check in with yourself and your needs. All attendees of the session were provided with a complimentary introvert gift bag.

I soon also discovered that the delegates and ARMA members were a community of professionals from across the US and Canada with a passion for the industry. Not that I was expecting anything different, but it was rewarding to talk to and meet likeminded professionals who just understand your language and your passion. The ARMA community were so friendly and open to sharing and discussing everything records and information management. The ARMA International membership is made up of around 80% private industry and so I was intrigued with speakers and delegates from law firms and the banking and insurance industries.

The agenda and education sessions were split into 'tracks' which consisted of keynotes, legal, emerging trends, advanced, beginners, solutions showcase, industry intelligence and Microsoft. I also took the opportunity to mix with the vendors and stop and chat with some of our Aussie vendor friends.

Well, what did I learn and take from this experience? My biggest takeaways were the community spirit amongst the ARMA team and the delegates and the willingness to share experiences and challenges. At the start of the conference, I must admit I was a little overwhelmed but also excited to meet people and learn about common global interests and challenges. This expectation was certainly met and getting to hear from a variety of speakers and topics such as 'Ethics of Information Governance, Practical Applications for A1, we need a Policy, or do we Really, how to master Microsoft Purview

The ARMA International membership is made up of around 80% private industry with speakers and delegates from law firms and the banking and insurance industries.

Records Management, Generative AI and information Governance, Data, Records & Information: The language of IG (Information Governance), Evolving IG Talent for the Future and many more. After 3 intensive days of the conference my head was spinning with information overload, but in a good way.

The only barrier I came across was that most of the delegates mistook us for being British when we first spoke, until we advised them that we were from 'the land down under.' This sparked new conversations and interest as they were keen to learn about RIMPA Global, our challenges and our thoughts on the future of the records and information management profession.

Well, that's a wrap and thank you again RIMPA Global and ARMA International for this wonderful initiative of an international scholarship and the chance to attend InfoCon 2023. This experience and opportunity provided me with a new lease on the records and information profession, the establishment of new relationships, stories to remember and ideas and concepts to take back to the RIMPA Board and community. I would like to do a 'shout out' to my partners in crime, Nancy and Tynelle for their support, encouragement, friendship and travelling tips as we represented RIMPA Global at this special event. I am so pleased to have shared this amazing experience with these amazing ladies. Thank you, RIMPA Global.

ABOUT THE AUTHOR

Meryl Bourke Life

MRIM: I have a passion for records and information management and have been in the industry for over 37 years. Records and information management is the foundation for all organisation to make better informed decisions and to conduct strategic and operational planning. I am a life member of the Records & Information Management Practitioners Alliance (RIMPA Global) and was appointed as a 2023 RIMPA Ambassador. I have recently been elected as a Director of the RIMPA Global Board and will commence my position from the 1 January 2024. Working in this industry and for Logan City Council has given me the opportunity to build real (authentic) working relationships and further develop my soft skills (leadership, change management, project management, engagement, marketing and financial). I am motivated and driven to improve the recognition of the importance of records and information management and to provide support, advice, and guidance to others.



Bullying in Information Management

BY ANONYMOUS

Note: The Author wished to remain anonymous because they use a mix of anecdote and analysis, and some of the anecdotes relate to people who might still be in the profession.

Recently, a contractor who works for us came to me about a “quick and dirty” job we wanted them to do.

In discussing this task, they said that their previous employer pressured them to produce high quality work in half the time that we allowed for our rough and ready jobs, and that they approached tasks like the one that we had given them “from a place of fear.”

“Omg – they’ve been bullied,” I realised.

This got me thinking about the bullying I had seen in my professional life, what causes people to bully? Are there particular types of bullying in our profession? And what are the effects on staff, clients, and the service or program overall?

I’d like to end with a reflection of whether I have ever done anything that could be perceived as bullying myself, and invite you to do the same.

THE RELATIONSHIP BETWEEN BULLYING AND FEAR

An obvious effect of bullying is that it can inspire fear. A less obvious fact is that fear can cause bullying.

The lessons caused by pain are the hardest for us to forget. A painful experience (a file that can’t be located, a process breakdown, particularly followed by harsh judgement or sarcasm) can inspire such fear that the recipient bullies others to escape the repeat of such pain.

When I first joined my current organisation there was a bully in a position of some power. That person had moved to records management from an unrelated administrative specialty. I believe what had happened is that they found the transition to records work more challenging than they thought it would be. Maybe a few things went wrong, so they decided to manage the situation by bullying their staff and sharing the fear.

My observation was that they were not particularly skilled or otherwise good at their job and made arbitrary and conflicting decisions. Processes were not documented. Bullying was common in an older generation and some parts of that organisation, so they learnt that behaviour.

I have seen this elsewhere when people arrive in the profession from other fields (not always though!). Often, they will find the first solution that works, and stick with it, even if it is cumbersome and wasteful, simply because it protects them from the chaos of not knowing what to do.



IS THERE ANYTHING SPECIFIC ABOUT BULLYING IN THE RECORDS MANAGEMENT CONTEXT?

In records management, as it was traditionally practiced, the skills that were valued were attention to detail and adherence to rules. The profession appealed to people with these traits. In their extreme, they can result in... well, I'm sure you've heard the phrase "file nazis".

In the move from central to decentralised capture, from paper to electronic, these skills were deemphasised in favour of systems thinking, business analysis and client relationship management.

Indeed, with our biggest current challenges being capturing records of business systems and collaborative software, creative and big picture thinking is becoming more valued.

This can lead to conflict.

Detailed and big picture thinkers can have such different frames of reference that they can't communicate with each other, which causes frustration, which may lead to bullying. Add a history of painful experience on one, or both sides, and positions can become entrenched.

"...with our biggest current challenges being capturing records of business systems and collaborative software, creative and big picture thinking is becoming more valued."

"No, we can't change the way we do things, because all the bad things that used to happen to me will come back," one might say.

"You're just like that man who called me a little fool just because I wanted to make some simple changes," another might argue.

RESPONSES TO BULLYING AND EFFECTS ON YOUR STAFF AND SERVICES

If there is a bully in a position of power, staff tend to respond in one of two ways:

- Turn inward and sullen
- Kick back

Neither is particularly useful for your service. Staff who turn inwards do the bare minimum to get by (why work hard when you're yelled at for what you do?), and obviously will not put their hand forward to make suggestions for continuous improvement. Staff who kick back can also lash out at other staff and clients, ruining the reputation of your function.

During this bullying period mentioned above, one of our staff who "kicked back" got such a bad reputation with HR (Human Resources), that our organisation had to put stricter access controls on personnel records than on records that would help terrorists, simply because HR was worried that this staff member would go fishing for grievance material in the HR files. This obviously was disastrous for our service and is probably one of the reasons that our HR records still have deficiencies.

WHAT TO DO

What should you do when you find yourself in a similar circumstance? What did we do?

Priority one is obviously to get rid of the bully, but the effects of bullying often linger.

In our circumstance, the bully left. We were able to do this via persuasion (a lot less sinister than it sounds). What that left us with was a badly demotivated staff, a cobbled together undocumented records process / system that made no sense and that could only be learnt by rote, and the "kick back" staff member became the new bully.

This person had inherited the position of power and showed no interest in sharing the knowledge of how the processes worked, expecting people to learn by doing (and by being yelled at for getting it wrong).

We undertook a long period of research and observation to understand what we could about the process (no easy task) before we made any move to change it. We suspected that some of the more baroque aspects of the process were completely unnecessary, but we had to be sure. The final stage was consulting with our clients to ensure that these complicated processes weren't adding business value.

Once it was confirmed, we were able to undertake a complete process redesign to make our services easier to use and added value. The "kick back" staff were moved to less stressful but still valuable jobs. Being removed from the high pressure and complicated process improved their enjoyment of work and behaviour, which they acknowledged.

SELF-REFLECTION

When seeing a fault or bad behaviour, it is always useful to consider whether you've done something similar. Nobody is perfect, I can be prone to sarcasm, hopefully not in front of others. In our example above I understand, change a few adjectives, and "move to a less stressful job" could be described as "sidelining staff" – which is bullying.

Similarly, what has fear taught me? Have I internalised the rejection of ideas and projects and has it led me to "self-censor" and not push for things I know that are right?

Was I a bully? Could you be? Could your fear be holding you back?

I think these are useful questions to ask ourselves.





The Information Company

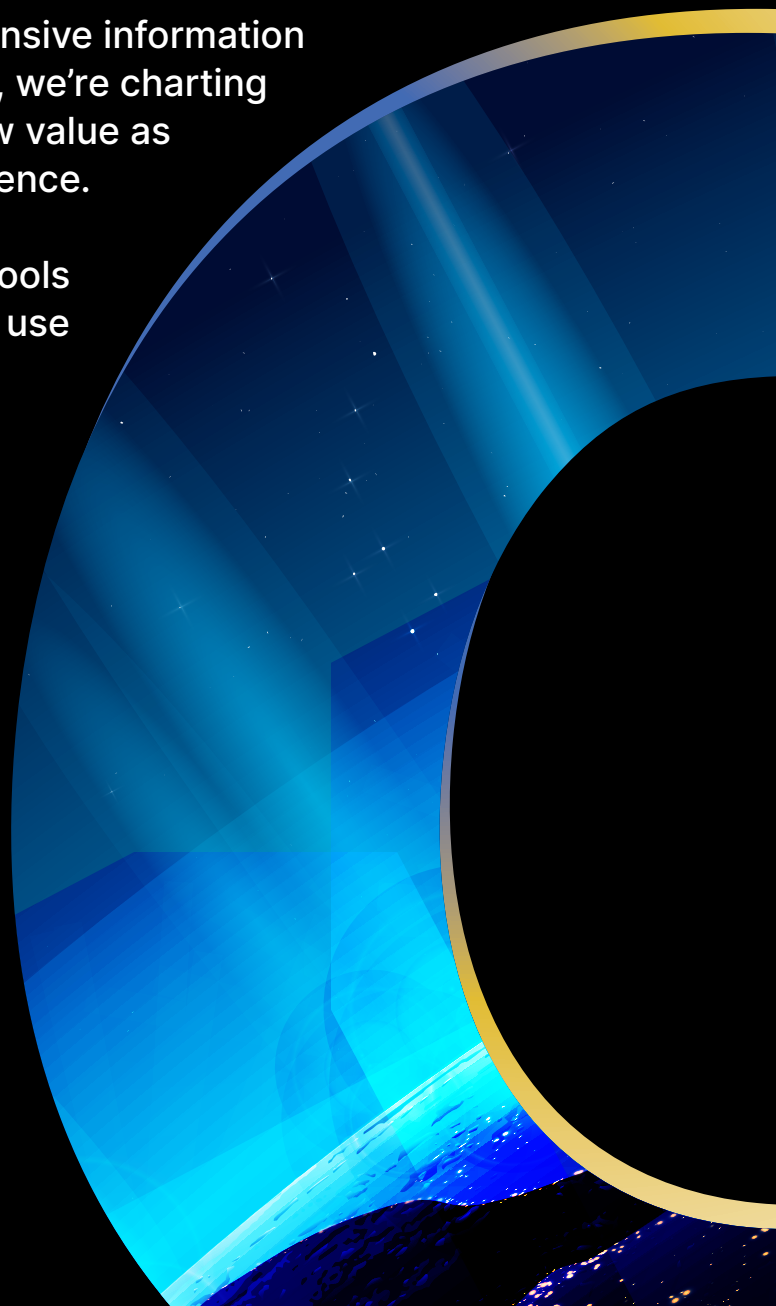
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You may know OpenText as “The Information Company”—and for good reason. Our diverse portfolio of solutions helps companies securely manage their information across its full lifecycle, from initial capture and analysis to final disposition and archiving.

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OpenText was proud to receive the 2022 RIMPA Jim Shepherd Vendor of the Year award—but you won’t find us resting on our laurels. As we accelerate toward an AI-driven future, OpenText is committed to being a trusted partner for businesses looking to unlock the potential of AI and reimagine the future of work.

To learn more, visit
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STRATEGIES AND METHODS TO SECURE YOUR FUTURE

Preparing For (a career) Take Off!

BY CRAIG GRIMESTAD

Prepare yourself to participate in the rise of Information Governance

Information Governance is on a trajectory to become a major player, if not the dominant player, in organisations. More than traditional Records and Information Management, fully implemented, Information Governance includes the processes that create records, the systems that transmit records, and the oversight of all things records.

In short, Information Governance includes traditional R/IM activities, Information Technology, and Compliance.

Most organisations haven't achieved a fully functional, mature, Information Governance business function yet; hence, there is an opportunity to participate in, and grow with this organisation. For those who would aspire to be a part of Information Governance, this is a great time to assess your attributes and develop a plan to grow your resume, and get onboard this ascending business activity.



WHAT DO YOU KNOW?

The first of two key questions is what knowledge/experience/expertise do **you** bring to the table? This includes your personal knowledge, whether obtained formally by education, or practical knowledge from your work experiences, or work associations. Additionally, what access do you have to knowledge/experience/expertise of others through your network? Do you have established contacts (internal and external) that you can utilise to effectively broaden your knowledge and experience base? It has been said, "It is not what you know, it's who you know."

This is not completely true, but is true enough to be a differentiator. I digress, but I recall back in the day when Quality Management was replacing quality by inspection for the factory. I was part of the team making that happen for our company, and our company hired a consultant to help us along that journey. When asked a question, the consultant would often provide us with his memorable (I still remember it 40 years later) response "I have a book ..."

Well, we all have books. To add value, you need to know, or have ready access to someone who does.

HOW DO YOU EXPAND YOUR FORMAL KNOWLEDGE/ EXPERTISE?

There are many opportunities to advance your base of knowledge. Professional organisations like RIMPA, ARMA, and AIIM can expand your Information Governance knowledge, and your resource network. These organisations offer seminars, and training in different aspects of IG, including coursework leading to certifications that can expand your personal knowledge.

They hold conferences that provide knowledge, as well as the opportunity to strengthen existing network contacts and create new ones. Local chapter meetings provide further educational opportunities,

To add value, you need to know, or have ready access to someone who does.

Focus on being more of a generalist than a specialist, at least until there is clear identified value in being a specialist.

as well as networking opportunities. LinkedIn also holds great potential for expanding knowledge and networking, both through a LinkedIn account, and LinkedIn Learning.

With so many options available to pursue, start big picture and make wise choices for investing your time to expand your knowledge/expertise. If you consider your time spent as an investment, you might make better choices.

I digress, but I once had a colleague who decided, because our business was potentially going to be bought by a German company, to take German language classes. I'm not sure that was the best use of his time, especially since the German company didn't end up buying the business. Focus on being more of a generalist than a specialist, at least until there is clear identified value in being a specialist.

HOW DO YOU EXPAND YOUR PRACTICAL KNOWLEDGE/EXPERTISE?

Practitioners would do well to understand their organisation's operations, and to understand the responsibilities and processes used by individuals in different departments to achieve their departmental responsibilities. It's most helpful if a practitioner has had experience in different areas, perhaps even having worked with the documents of the various departments.

During my college years, I was in a co-op program, which included a departmental rotation at my company. The experiences I had in Manufacturing, Quality Control, Service, Purchasing, and Engineering were invaluable. At a minimum, establish an internal network of subject matter experts you can rely on for insights into the workings of their area.

As you gain an understanding of the processes used to obtain, process, and retain information and records across the organisation, note what records are used by the various departments and why they are important. As you gain the organisation's perspective on records, make it your goal to form your personal perspective on the organisation's records and information flow, and develop specific proposals on how your organisation could improve operations, by revising responsibilities, processes, and better utilising technology.



"...make it your goal to form your personal perspective on the organisation's records and information flow, and develop specific proposals on how your organisation could improve operations..."



GROW YOUR PERSONA

To complement your knowledge, and to be effective in sharing your knowledge, work on developing interpersonal skills, including the ability to work with people at all levels. Acquire change management skills as it is likely that you will encounter resistance from the workforce as you promote change. Cultivate good listening skills to be able to hear more than the words that are being spoken. Be able to empathise with individuals in other areas of the business.

Work with others to problem solve, finding workable solutions for all parties. Generate a reputation for being fair, helpful, and dependable. As much as possible, help people, both directly to solve their problem, and for the future with guidance

on what they could do differently to improve themselves, or their situation.

Develop a reputation for being dependable, completing assigned tasks on time, and being a critical thinker/problem solver. It's ok to have strong informed opinions that are fact, or experience based.

That adds to your value as a contributor to any discussion. Just be sure to disagree agreeably, if it comes to that. The goal is to be someone that others would choose to work with. Someone who is a "go-to" person for opinions and advice, and desired for project participation.

Increasingly, organisations are understanding the benefits and rewards of Information Governance implementation and are working toward it.

Information Governance brings a new mindset, a new priority for discipline in the management of records including creation, utilisation, storage and disposal. To bring about that change, organisations need practitioners who are knowledgeable and articulate.

Knowledgeable in Information Governance and organisational operations and articulate in sharing that knowledge and making recommendations. As practitioners invest their time gaining knowledge and skills, they increasingly secure a place for themselves with a career in Information Governance as it matures in an organisation. Working on Information Governance implementation can be challenging, visible, impactful and rewarding.



ABOUT THE AUTHOR

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



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The Need For Lifelong Learning

BY LINDA SHAVE, FRIM

“We are on the edge of change comparable to the rise of human life on Earth”

- Vernor Vinge

Our profession, jobs and roles continuously change as an outcome of shifting drivers, technology innovation and industry demand.

There is a need to be proactive and take responsibility for our own individual development and to embrace lifelong learning and continuing professional development.

It is time to rethink strategies, methods and structures to secure the future of records and information management careers. Such strategies must be agile to change so that current and emerging practitioners will have work and future careers.

A NEW FUTURE - A NEW PERSPECTIVE FOR CONTINUING PROFESSIONAL DEVELOPMENT

Before I commence, for clarification purposes, Continuing Professional Development is also known as Continuous Professional Development (CPD). For this article, I will use the term Continuing Professional Development (CPD). CPD is the term used to describe the commitment to lifelong learning to develop and maintain professional competence.

Typically, a CPD program is regulated by a professional body such as RIMPA Global for the Records and Information Management industry. CPD accredited training courses, workshops and events allow professionals to meet predefined CPD targets. The aim of CPD activities is to allow individual members to continually upskill and reskill themselves so that they do not become outdated or obsolete. The outcome has value for both the individual and their profession.

The role of CPD is particularly important in today's fast-moving world especially when we consider that the World Economic Forum, Future of Jobs Report 2023 (page 6) issued in May 2023, predicts 26 million fewer jobs by 2027 in Recordkeeping and Administrative roles.

To put this into perspective if we look at the Queensland public sector workforce profile issued in March 2023 by the State of Queensland (Public Sector Commission) on page 7 it identifies that there are 246,309.49 full-time equivalent (FTE) in the public sector workforce spanning across some twenty six agencies and some 9 other entities such as Legal Aid Queensland. If only 5% were to be impacted by the rise and use of Artificial Intelligence, Machine Learning and Intelligent Process Automation that would result in approximately 12,315 Queensland recordkeeping and administrative job roles lost by 2027, if not sooner.

The workplace of the future will offer new challenges and opportunities and keeping up to speed with the latest developments in our professional field has never been more important. Therefore, a new perspective for CPD needs to be embraced. One that can help you manage your own learning and will allow you to stay competitive and employable in this continually changing world. Enter the use of Artificial Intelligence (AI) for CPD. **Table 1** highlights some of the benefits in using AI for CPD.

NETWORKING AND INDUSTRY ENGAGEMENT

For emerging practitioners and for professional members wanting to develop their careers networking and industry engagement play a key role. There are many avenues that one can undertake to learn from experts or gain insights in the fields of records and information management and information science. These activities can help you keep up to date with the latest trends and technology drivers and help you meet your CPD targets.

Conferences - One of the most popular methods to network and learn from industry and records and information management subject matter experts. You can learn about the most recent advancements, including new tools and methods. Additionally, conferences give you the chance to network with other professionals and peers and establish new relationships.

Workshops - Workshops offer a practical method of learning. They give people real-world knowledge and skills that they can use right away at work.

Webinars - Webinars are another effective way to learn from experts. They are practical because they can be viewed from any location with an internet connection and are frequently less expensive than going to conferences and workshops.

Table 1 - Benefits in using AI for CPD Networking and Industry Engagement

TYPE	DESCRIPTION
AI-Powered Analytical Tools for Skill Mapping	In-depth skills mapping enables strategic identification against competencies and capability frameworks.
AI-Powered Personalised Learning and Development	AI enables customised learning paths, tailoring experiences to individual needs, learning style, and content, thereby enhancing engagement and improving learning outcomes.
Empowering professional members with AI powered tools	AI-driven virtual assistants provide instant support, enhancing professional member productivity, while personalised AI-powered Learning Management Systems (LMS) optimise training experiences and track progress.

"...new perspective for CPD needs to be embraced. One that can help you manage your own learning and will allow you to stay competitive and employable in this continually changing world."

EMBRACE DATA PRIVACY, SECURITY AND CYBERSECURITY

We are living in interesting times and moving forward into a new Open Data and Metaverse world of 3D virtual spaces, the sum of all virtual worlds, augmented reality, head mounted displays and the internet. A metaverse world (which is a collective virtual shared space) created by the convergence between the physical and the digital world. All of this is made available through technologies such as the internet, wirelessly connected sensors, smart objects and GPS locators, which are collecting gargantuan amounts of real time digital data.

This new metaverse world and the concepts of FAIR principles (findable, accessible, interoperable and reusable) have governments establishing data portals to share data with other government agencies, industries and citizens. The aim of FAIR is to ensure that public data can be accessed efficiently. The outcome of these advancements and the rise of other factors such as Artificial Intelligence, Machine Learning, Intelligent Process Automation are opening up a pandora's box of risks such as digital footprints, digital shadows and dark data. See Table 2.

The outcome of these advancements are opening up a pandora's box of risks such as digital footprints, digital shadows and dark data.

Therefore, embracing data privacy, data security and cybersecurity deserves some clarification.

Data privacy focuses on issues related to collecting, storing and retaining data as well as data transfers within applicable regulations and laws.

Data security is the protection of data against unauthorised access, loss or corruption throughout the data lifecycles.

Cybersecurity on the other hand covers the steps an organisation takes to protect its data/information assets that can be accessed via vulnerabilities in its networks and/or business systems. Cybersecurity focus is on safeguarding data from cyber-attacks, external malicious breaches, inadvertent internal breaches and/or third-party partner breaches.

Privacy is very often united with security; however, they are two separate concepts. Privacy is about the appropriate collection, use and sharing of personal information whereas security is about protecting such information from loss, or unintended or unauthorised access, use or sharing.

Although data privacy and data security are two separate concepts, the importance of these two ideas intersect for the customer if their personal data is not safeguarded. Risk management for data privacy and data security should be instigated to safeguard against external malicious breaches, inadvertent internal breaches and third-party partner breaches.

Further, with the advent of an open data, the metaverse world, artificial intelligence, machine learning and cognitive computing data privacy, data security and cybersecurity are becoming more complex. We have entered into the dark web and deep web era resulting in difficulty in determining what is real information and what is not real information. This is further complicated as we have terms such as misinformation, disinformation or malinformation which are frequently misunderstood or confused.

Table 2 - Risks Using AI Tools

RISK TYPE	DESCRIPTION
Digital Footprints	<ul style="list-style-type: none"> Governments and the enterprise collect an inordinate amount of information from citizens and customers in the delivery of their products and services. When delivering these services governments and the enterprise create 'digital footprints'. A digital footprint is information that is projected, shared and managed by both public and/or private enterprises. While this footprint can be beneficial, information can be unintentionally exposed through the enterprise footprint; thereby it could be used maliciously and put at risk the security and privacy of information assets.
Digital Shadows	<ul style="list-style-type: none"> Citizens and customers as consumers of these products and services leave 'digital shadows' this is personal data left behind by transactions and interactions on the internet, applications, and across other connected devices and sensors. A digital shadow consists of exposed personal, technical or organisational information that is often highly confidential, sensitive or private. A digital shadow can leave the consumer of products and services vulnerable to cyber stalkers and hostile groups exploiting the digital shadow to find an organisation's (the provider of the product or service) weak point to launch targeted cyber-attacks and plant a malicious insider.
Dark Data	<ul style="list-style-type: none"> Dark data is a significant group of uncontrolled information which have become disjointed, the meaning for which it was collected is lost, records are forgotten, and files are lost within the organisation's digital repositories. Dark data are assets that are normally created and used once, such as log archives, zip files, project folders, duplication and even active data which becomes inactive, and overtime is forgotten. As government and the organisations deliver digital services to consumers, we are generating dark data, leaving behind digital footprints and shadows. This can result in serious consequences for the individual and/or organisation around privacy and security of personal data.

SO, WHAT DO THESE TERMS MEAN:

- **The Dark Web** refers to encrypted online content that is not indexed by conventional search engines. The Dark Web is also referred to as the Dark Net. The dark web is a component of the deep web that describes the wider breadth and content that does not appear through regular internet browsing activities.
- **The Deep Web**, invisible web or hidden web are parts of the world wide web whose contents are not indexed by standard web search engines. The opposite term is 'surface web' which is accessible by anyone/everyone using the internet.
- **Disinformation** is false or inaccurate information that is deliberately created and spread to harm a person, social group, organisation or country.
- **Misinformation** is false or inaccurate information that is not created with the intention of causing harm.
- **Malinformation** is accurate information inappropriately spread by bad-faith actors with the intent to cause harm, particularly to the operation of democratic processes (for example coordinated disinformation campaigns).

DEMONSTRATE PROBLEM-SOLVING SKILLS

Problem-solving skills refers to the ability to use knowledge, facts, and data to effectively solve problems. One type of problem-solving involves understanding and making use of information. Another type of problem-solving involves identifying whether there is enough data to solve the problem and, if not, which data is missing.

Solving most problems also requires some sort of strategy, the development of strategies is the heart of problem-solving. With some problems the method of finding an answer might be quite clear, whilst others may not have a logical method so you might have to use trial and error from the start.

However, in this fast-moving world of change there are two other ingredients to problem solving these are critical thinking and decision-making skills.

For those wishing to progress their career and for emerging practitioners you need to become digital literate, business savvy, agile and adaptable.

CRITICAL THINKING SKILLS

Critical thinking skills refer to the ability to think clearly and rationally, observe and predict problems, opportunities and solutions. It is the ability to gather, understand and interpret data and information to make an informed decision and communicate and share information for example storytelling with others. Some critical thinking tools that might be used include:

- Brainstorming
- Conceptualising
- Deliberating
- Communicating/ Collaborating

DECISION MAKING SKILLS

Decision making skills are the tools that you can use to solve problems and make informed decisions. A good decision is based on active listening, reliable facts, trustworthy data, not just opinions and the inclusion of people that might be impacted. Further, good decision making is supported by experience and based on understanding of what the long- and short-term consequences might be. Some decision-making tools that might be used include:

- Information gathering
- Informal discussions
- Brainstorming
- Elimination
- Prioritising
- Communicating

COMMUNICATION AND LEADERSHIP

For those wishing to progress their career and for emerging practitioners you need to become digitally literate, business savvy, agile and adaptable. Some examples of communication and leadership skills might be:

- Persuade, encourage, support and enthuse teams
- Become the instrument of change
- Manage, organise and solve current problems and relevant issues
- Take a concept and convert it into a reality
- Become the champion of the new digital project, policy, process, product or solutions
- Share and collaborate, learn from mistakes

You may also require a fusion of technology, business, adaptability, analytical, critical thinking, problem solving, decision making, entrepreneurialism, innovation, interpersonal communication and leadership skills. This brings us back to the importance of lifelong learning, personal management, well-being and continuing professional development (CPD).

IN CONCLUSION

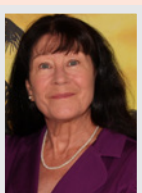
Regardless, if you are progressing your career or a new and emerging practitioner, the future of work requires us to rethink strategies and methods. The acquisition of knowledge, skills and behaviours are important to workplace performance and, as professionals our sustainability in the workplace. As we read above, artificial intelligence (AI) is redefining workforce skilling.

There is a need to embrace and to recognise the importance of lifelong learning, continuing professional development, problem solving, critical thinking, decision making, communication and leadership skills.

Yes, in the future, work will change but it will not go away. Many types of jobs will disappear. Many new jobs will appear, and many workers will struggle to adjust to the disappearance of the work they know and understand. An open mind and a willingness to embrace change will be essential as we endeavour to stay abreast of the changing workplace. Continuous learning and professional development when incorporated into your personal psyche will be a great help.

Without a crystal ball, I believe that one thing is for certain, recordkeeping as a process may disappear (as predicted by the World Economic Forum) to our artificial intelligent assistant.

The new open data, metaverse world and the concepts of FAIR principles for government to share data with other government agencies, industries and citizens will open up new frontiers. Information and data science principles will merge, and our records and information management professionals and industry have both the potential and opportunity to embrace change, create new methods, strategies and evolve.

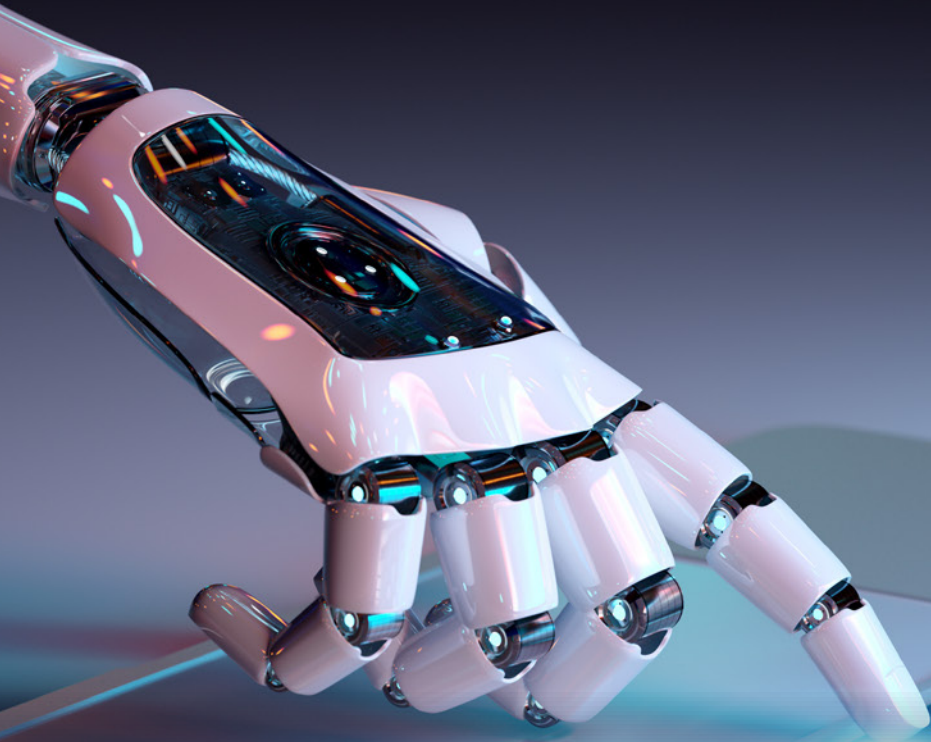


ABOUT THE AUTHOR

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

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7 Key Considerations when Digitising Microfiche and Microfilm

BY DANIEL WONG

Digitising microforms is a critical step towards preserving historical documents and making them accessible in the digital age. However, there are several key considerations that record, and information managers must consider.

MICROFILM CONSIDERATIONS

1. FILM WIDTH: 16MM VS 35MM

Understanding the film size, whether it's 16mm or 35mm, is crucial as it directly influences the type and volume of documents you can digitise. Typically, 16mm microfilm is used for preserving A4 or legal-size documents, while 35mm microfilm is more suitable for larger documents, maps, and engineering drawings.

2. FILM LENGTH: 100FT VS 215FT MICROFILM

215ft film typically captures twice the volume of images compared to 100ft. You can identify if you have a 100ft or 215ft reel using the feel test. 100ft film is thicker providing a sturdier feel compared to a 215ft reel which is thinner and flimsier.

3. SIMPLEX VS DUPLEX MICROFILM

Simplex and duplex microfilm refer to how many images are captured in each frame. Simplex images have one captured image per frame. Duplex images are in double format, meaning each frame has two images, one on top of the other.

4. BLIP MARK VS NO BLIP MARK ON MICROFILM

Blip marks on microfilm serve as indicators for the beginning and end of each document. These marks enable software to segment the microfilm into distinct digital documents. If blip marks are absent, manual intervention is required, necessitating a human review of each image to ensure accurate digitisation of your records.

MICROFICHE CONSIDERATIONS

1. JACKET FICHE MICROFICHE

Jacket Fiche microfiche is a unique format that combines microfilm and microfiche. It consists of a strip of microfilm encased in a transparent sleeve or jacket. However, these jackets can become brittle, causing them to break and the film to fall out. Manual intervention is then required to rectify the situation.

2. SOURCEDOC MICROFICHE

A single-document microfiche, also known as SourceDoc microfiche, contains one document or a small set of related documents on a single sheet. The quality of this microfiche relies on the photographer's ability to maintain sharp focus and steady positioning.

3. COM FICHE

Short for computer output microfiche, is a format used to store digital information on microfiche such as payroll information, school results, rate notices, etc. Due to their capacity to store a large volume of images, each COM Fiche can be more expensive to digitise than other microfiche formats.

When digitising microforms, thoughtful evaluation of film size, length, recording format, and the presence of blip marks is crucial. Additionally, microfiche like Jacket Fiche, SourceDoc, and COM Fiche require consideration of preparation requirements, image quality, and total volume of images. With a clear understanding of these factors, you can ensure the successful and efficient digitisation of valuable historical documents.



ABOUT THE AUTHOR

Daniel Wong has over a decade of experience in sales, including Managing Director and Owner of a Financial Planning Practice. Daniel's unique blend of big picture thinking and attention to detail makes him a valuable asset in optimising information management for businesses seeking secure and accessible archival solutions.



Problems with the Australian Approach to Records Management

BY ANONYMOUS

The “Australian Approach” is often viewed (sometimes begrudgingly) as being at the cutting edge of records management theory. It is responsible for many innovations, not in the least its crucial role in ISO standards setting. Having said that, there are some issues with how this approach has been implemented as it has moved from theory to practice. One of the problems comes from the way records have come to be defined.



WHAT'S A RECORD? EVERYTHING'S A RECORD?

The second most important thing to define in records management is what is a record. (The most important thing to define is what are records for – see what records are for).

There are two possible approaches, the threshold approach and the everything is a record approach.

The threshold approach

Under this approach, information needs to reach a threshold to be considered a record. That threshold could be something like one or more of the following:

- Documents a decision or transaction
- Documents a right, promise or obligation
- A formal communication
- Created as part of a transaction
- Be “important” (urgh, love the other points, but hate this one!)

This is often thought of as an American approach, with end users having to “declare as a record”. This approach created its own problems, key of which is what to declare and who can be bothered declaring.

The “Everything Is A Record” Approach

Under this approach, every piece of information you consume and create at work is a record. Every keystroke, every pen or pencil mark (every registration stamp shaped coffee ring mark?) is a record.

THE PROBLEMS WITH “EVERYTHING IS A RECORD”

Diffusion Of Effort

If everything is a record, the temptation is to manage everything as a record. Your problems become bigger, and your efforts are not concentrated where they need to be. This is tacitly acknowledged with the increasing use of the concept of “high risk / high value” records, which should be the focus of records managers.

Overemphasis On Disposal

If everything is a record, then it becomes vitally more important to dispose of records, in order to keep things manageable:

- To reduce storage costs
- To keep systems running efficiently
- To ensure that search results aren't filled with garbage: Importantly in terms of recordkeeping, this means being able to tell authoritative records of what happened in business transactions from fluffy drafts that went nowhere.

So, why is this a bad thing?

It makes us create user unfriendly systems – classifications and aggregations

The purpose of classifying records is to tie them back to the business activity that created them.

The purpose of creating records aggregations is to bring together information about specific cases or instances of that business activity to tell the story of what happened.

An overemphasis on disposal can interfere with meeting both these purposes in a user friendly way. This is based on the obvious assumption that if something is hard, people won't do it.

If everything is a record, the temptation is to manage everything as a record. Your problems become bigger, and your efforts are not concentrated where they need to be.

Unfriendly classifications

I often hear about people (and even software solutions) try and “classify” records using disposal authorities.

The audience for disposal authorities are the members of the boards that pass the disposal authorities. Their prime purpose is to help these board members cherry pick out stuff they might want as archives. They are not designed to help “real people” (i.e. everyday staff) classify records. That's not to say that they can't be adopted to a more user friendly version, or even better mapped (not mirrored) to a more friendly classification scheme (I believe that user friendly classification schemes are possible, but that's another discussion).

Because of their “cherry picking” functions, in the past disposal authorities often broke down into categories more granular and/or mismatching what was useful for classification (e.g. minor / major tests).

These days, we are starting to see the opposite problem happening. Listening to concerns about useability and recognising the increasing work involved

in approving granular disposal authorities, archival authorities are now passing very high level disposal authorities with very few categories / classes. I would argue these are even less useful as classification terms. Again, its another discussion, but I believe in classification schemes that are easy to use “concrete” beats “abstract” and “specific” beats “generic”.

Remember why we classify in the first place – to tie records back to the processes that create them, so we can understand what stories the records are telling us by knowing their business context.

Unfriendly aggregations

It makes sense to end users for them to put together records relating to a case in a file or similar structure (assuming they can be bothered to aggregate them at all). Take for example vehicles. Users put all records together relating to a vehicle in a vehicle file, to tell the story of that vehicle. However, in some (all?) jurisdictions, different aspects of managing vehicles have different retention periods. This forces users to:

Create subfiles based on retention periods (and break up the chronological sequence of the story); or

Ignore the disposal authorities, create case files and “round up” retention to the longest retention period (the only sane response)

Dodgy mechanisms - i.e. NAP

Any extreme reading of the “everything is a record” approach means that enormous quantity of no value records (what I call “not records”) are created, that immediately need to be excised from the recordkeeping environment, lest we be overwhelmed.

The traditional Australian governmental way of dealing with that is the concept of normal administrative practice, or NAP. NAP is not a list of things that you could immediately destroy / not capture. It was deliberately designed to be vague, so it could be flexible to cover unforeseen circumstances.

One of the foreseeable “unforeseen” circumstances is this enabled people to do the dodgiest things and claim it was “normal practice”, e.g. “I customarily destroy all evidence when undertake corrupt activity”. I tried to convince David Roberts (ex Director NSW State Records) to leave that out of the NSW State Records Act. If you want to know how far the tentacles of my influence reach, just look up the act and see...



Structured

One interesting thing to realise is that structure is just another form of metadata. Records can be “aggregated” into files representing cases, but that aggregation might just be a metadata tag which enables records to be viewed as cases. Other views could quite easily be presented based on other metadata (date created security label etc etc)

A modern threshold approaches

So what’s the alternative to “everything’s a record”?

Clearly, placing the burden on end users to “declare” records according to an abstract set of principles will not work in most organisations.

In the wider technology and legislative communities there is increasing interest in a concept known as “rules as code”. My interpretation of this is simplifying policy / legislative requirements so that they can be automated.

A rules as code approach can be taken to auto-declaring records. Whether consciously or not, our internal definitions of what a record is can be automated. They include:

Submissions to have things approved (and any changes made along the way)

Requests for work to be done, and responses to those requests

Formal communications with anyone outside your immediate business unit.

It is entirely possible that some records might be “missed” from being captured in this approach (and I’m sure you can think of a few). But a situation where you capture 90% of records you need to in their business context that make sense is better than capturing 20% of your records (and I would argue better than capturing 100% of your records without the context to understand them or make them useful).

How could these definitions be automated?

We are currently running a project to make M365 suitable to keep records. For the reasons outlined above, we do not want the staff and administrative burden of capturing, controlling and managing information.

One of the tactics (not the only one) that we are going to use to identify and “auto-declare” records is to build a series of apps that do useful business work, but tag the results as records in the background. These apps are:

- Submissions
- Work request
- Sharing documents outside your business unit

You can see what we’ve done there. The apps are designed to also capture the necessary business context and metadata needed to make the records useable to tell the story of what happened.

What about low value or “non-records”?

This where “NAP” becomes useful. Anything that does not meet the threshold may be eventually destroyed under NAP. “Eventually” does not necessarily mean immediately.

In the M365 environment it is possible to configure retention labels to match your disposal authorities for records that pass the threshold. The low value records (or “not records”) can have a generic retention period applied using retention policies, which are a blunter instrument.

CONCLUSION

While the Australian Approach to records management has had many benefits, as it has been implemented it has often led to an overemphasis on disposal, to the detriment of the core business of keeping records as evidence of business activity.

Bridging Data Privacy and Cybersecurity

(no they're not the same thing)

BY ANNETTE THOMPSON

Cybersecurity and data breach appear in the news daily. High profile cases such as Optus, Medibank and HWL Ebsworth are being discussed and watched closely by every IT and Cyber-Risk team in Australia. Lately we are also hearing more of Data Privacy. Perhaps a nod to the current Privacy Act 1988 (Cth) review. But what does it mean? How is it any different to cybersecurity or is it just a new buzzword for the same thing?

Cybersecurity refers to those measures taken by an agency to protect its systems, networks and digital infrastructure from unauthorised access. Cybersecurity protects data (information assets) from malicious attacks and exploitation. ^{(1) (2)}

Data Privacy (Cyber Privacy) ⁽¹⁾ refers to the use, governance and protection of personal and sensitive data about individuals in order to ensure that consent, notice of collection, sensitivity, storage, use and disclosure of data about individuals is managed appropriately. It refers not only to the Cybersecurity measures in place but also to the users themselves understanding what data is being collected about them, how it is used, knowing what they are sharing and what their rights are. ^{(1) (2)}

You cannot have one without the other. Cybersecurity alone is not sufficient protection unless personal and sensitive information is protected by the people that collect, use and share it. The exponential growth of technology and digital information consumption worldwide creates an ongoing struggle for cybersecurity and risk specialists who need to keep up with not only demand but innovation.

Recently, researchers at the INKY Technology Corporation identified hundreds of malicious QR Code phishing emails impersonating Microsoft that appeared to come from within the recipient's organisation. ⁽³⁾ They mimic expected responses such as 2FA setup or password verification and by utilising one of the fastest growing information data tools today they attempt to gain access to staff credentials. Statistics for QR code users increased by 433% between 2021 & 2022. ⁽⁴⁾ That is why this scam work so well, a QR code is an expected thing and does not register a suspicious, and it's harder for existing cybersecurity tools to track.

WormGPT ups the ante again making cyber education a vital imperative across all levels of our organisations and not just in the corridors of IT.



Data consumers are becoming increasingly familiar and accepting of technology and of innovative solutions to make their lives simpler. Smart technology that runs our homes. Voice assistants that can search Google for us, send text messages on our behalf at a voice command. Watches linked to our bank that let us pay our bills while the wallet is still at home.

No one bats an eyelid when the adverts and sponsored posts on social media feeds duplicate what they purchased this week or browsed on another device. We give this information away willingly, yet I doubt more than a sparse handful of us has ever read the collection statement, the privacy policy or the cookies blurb on the websites we browse.

When was the last time you actually opened the Cookies settings and chose “Essential Only” and turned off everything else? Most people just tick “Accept All” without realising they are signing up for targeted marketing, tracking and other personalised tools that will place that product, or that banner in your face every time you log on.

Artificial Intelligence (AI) tools such as ChatGPT are becoming well known and even common place. For those processes that do not require human intervention it can be a significant benefit to streamline workload and output, but we haven't even begun to scratch the surface on what AI can do. The recent case of a lawyer using ChatGPT to write his legal brief only to find that the GPT made the whole thing up is a prime example, even the legal cases that ChatGPT cited were fake.⁽⁵⁾

Now we see the more recent introduction of WormGPT. Unlike ChatGPT which does claim to have ethical limitations, its darker cousin WormGPT can and does produce very authentic and believable fake emails. Born from jailbreaking techniques devised to trick ChatGPT into operating outside of its constraints,⁽⁶⁾ WormGPT ups the ante again making cyber education a vital imperative across all levels of our organisations and not just in the corridors of IT.

Cybersecurity is well known, respected and vital to operational success. In Australia, The Security of Critical Infrastructure Act 2022 (Clth) demonstrates this clearly outlining that any hazard or cyber security incident that has a relevant impact on the availability, integrity, reliability or confidentiality of an asset is a risk.⁽⁷⁾



Yet, aside from systems and added layers of protection, what are organisations actually doing to bridge the gap between those risks and the key mitigating factor behind them which is our people?

In the 6 months between July and December 2022, Notifiable Data Breaches in Australia grew by 26% to 497 incidents. Breaches due to malicious and criminal attack rose 41% making up 70% of all notifications, proving why cyber security is such a vital field.

Yet, aside from systems and added layers of protection, what are organisations actually doing to bridge the gap between those risks and the key mitigating factor behind them which is our people?

Yet what these surface statistics do not make clear is that of the 350 notifications which related to malicious and criminal attack; 24% (representing 83 notifications) were related to social engineering and impersonation with a further 59 (of 222 notified cyber incidents) that related to compromised or stolen credentials. Factor in that another 123 notifications were linked to human error (wrong recipient, unintended disclosure, loss of a device).⁽⁸⁾

The picture that is painted is sobering indeed, and it tells us that, while this percentage has been falling in recent years, the human factor is still one of the biggest controllable cyber risks. Despite growing concern and massive investment in cybersecurity, we are looking at a figure greater than 53% of notifiable data breaches for the 6-month period between July and December 2022 in Australia⁽⁸⁾ which were incidents where the target or the unintentional cause was a person. A staff member or members within an organisation who was unwittingly targeted, who was phished, hacked or tricked into leaving their credentials exposed or who for whatever reason (and with no blame intended) made a mistake.

It might not sound like it, but this is actually good news. Good because a problem you can see is usually a problem you can fix once you embed the right solutions.

In Australia, review of the Privacy Act 1988 (Cth) is one place where the solution may stem from, so long as we leverage those proposed changes to inform better cyber awareness and education. There is little point in throwing money and technology at something that the people using it do not understand.

Recommended changes in the published Privacy Act Review Report outline proposals which, for the first time, clearly protect the personal and sensitive information about individuals that an organisation may hold. Proposals covering aspects of access and explanation, a right to objections and erasure, a right to request correction or de-indexing.⁽⁹⁾ Proposals which increasing numbers of individuals will sit up and take notice of.

For these solutions to work though; the role of organisations moving forward needs to be one of collaboration, stakeholder management and of setting clear and common goals across the whole agency. The days of the IT department working in isolation and being seen

as a tool or a service that we use to meet our work goals are over. European Digital Rights (EDRi) summed it up, saying "Technology is not just a tool, but a social product. It is not intrinsically good or bad, but it is embedded with the views and biases of its makers."⁽¹⁰⁾ Technology, in effect is not only the product but the people using it and the information we use to drive it. So, it cannot exist in isolation.

By leveraging these proposed changes across the whole agency, with IT working collaboratively with the agencies information experts to review its processes and policies and to ensure that best practice is in place to oversee all aspects of the storage and disposal, the sharing and disclosure as well as the protection and security of our information assets and by embedding those expectations into ongoing training and education for our staff and in messaging to our clients and stakeholders, organisations can look towards bridging some of that 53% gap between our systems and our people.

Annette Thompson, July 2023

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Cyber Privacy: Who Has Your Data and Why You Should Care – 3 November 2020 by April Falcon Doss

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Fresh Ideas for Data Governance Professionals

BY MYLES SUER

First Published by in The Data Administration
Newsletter: October 4, 2023 12:13 am

As a frequent reviewer of data and strategy books, I am always interested in understanding authors' perspectives on data governance. Two recent books have ideas that are worthy of data governance professionals: "Rewired" by Eric Lamarre, Kate Smaje, and Rodney W. Zempel; and "Data Is Everybody's Business" by Barbara H. Wixom, Cynthia M. Beath, and Leslie Owens. Let's look first at what each says about data governance and then draw out some conclusions for data governance professionals. With this, I will then pepper in some final thoughts.

REWIRED

The authors of "Rewired," published June 20, 2023, look at data governance from the lens of producing data that has value to the business. They claim that 70% of data development efforts involve wrangling and harmonising data. Put simply, they suggest the goal of offensive data governance is to "create clean, relevant, and available data for better decision-making and better data-enabled solutions."

Smartly, the authors say data leaders should start by identifying the data needed to deliver required digital solutions and use cases. With this accomplished, it is critical to access data readiness. The authors call this process "interrogating data." In this process, they suggest data governance professionals set a target data accuracy rate. With this in hand, they say to measure the quality of data and report performance against predefined data quality rules. They believe as well that organisations should break their data into data products — a data mesh concept — but enable a data platform that creates data team agility.

A key element of this is organising to get the most from data. In this process, "getting data governance and the operating model right is absolutely pivotal to becoming a data-intensive enterprise." They continue by saying that "data governance is an essential function that allows enterprises to accelerate innovation confidently while ensuring data is reusable and meets relevant risk and regulatory requirements." The authors claim that offensive "data governance establishes robust definitions for data, monitors and improves data quality, and helps focus efforts where there are the biggest data issues."

For the authors, defensive data governance is about managing risk and building digital trust. For them, "digital trust is about establishing confidence that an organisation protects consumer data, enacts effective cybersecurity, offers trustworthy AI-powered products and services, and provides transparency around AI and data usage." How many of you are thinking about model governance as a part of your data governance charter?



To succeed, the authors say smart organisations identify the risks, classify them in a risk taxonomy, and score them based on what the impact would be if they did happen. Comprehensive digital trust policies address the use of data, analytics, and technology, and provide "a North Star for the organization." These should be broader than traditional data policy, and address topics such as the use and handling of personal data, guardrails for the use of technology, and the fairness of code-based models.

The authors go on to suggest organisations build three operational data capabilities. The first embeds data control functions in data product teams. As a part of this, it is critical that legal, governance, quality assurance, and other risk experts not operate in silos. Second, the authors suggest that organisations create an overarching enterprise lead for digital trust. I think this should be the data governance leader. And, finally, they suggest that it is time for automation of risk controls: "Automating trust

is the process of turning trust policies into code. This approach radically speeds up development and deployment and cuts back on risk."

With these things accomplished, the authors suggest that data governance professionals raise awareness for the data governance program. Everyone in the organisation is responsible for digital trust. This means building a culture of responsibility. The key to doing this is the trust message must come from the top. And with this, training is essential.

DATA IS EVERYBODY'S BUSINESS

The authors of "Data Is Everybody's Business," published Sept. 26, 2023, believe that everyone is a data practitioner. At the same time, they suggest that the *raison d'être* for data efforts is to "turn data into money." In the book, the authors share how to create and realise value from data.

Where this has been determined, the authors suggest organisations establish five data practices. Two of these directly relate to data governance: data management and acceptable data use. Data management starts with master data. Here, the authors discuss the importance of producing reusable data assets including automated data quality processes, identifying data sources and flows, creating standard definitions of priority organisational data fields, and establishing metadata for those fields. They also discuss the notion of curating data. This involves the use of a taxonomy and ontology. Here, they assert the importance of depicting data and its relationships in a way that is accessible to users.

For defensive data governance, they talk about the importance of practices that address regulatory and ethical concerns regarding data asset use by and about employees, partners, and customers. As a goal, this function is about mitigating the risk of using data assets inaccurately, undesirably, or in ways that are not contractually or legally allowable. Key functions here are ensuring acceptable use of data by establishing data ownership and training employees about laws, regulations, and organisational policies. This includes practices that ensure appropriate use of data by partners.

Doing this right involves establishing clear agreements about the appropriate use of data by partners and auditing partner data use. And finally, it looks at automation. “Automation allows customers to self-manage their data beginning with establishing policies regarding customers control of data.”

TAKEAWAYS FOR DATA GOVERNANCE PROFESSIONALS

Establishing a data monetisation strategy within a data initiative means data governance will likely have stronger organisational support.

There are clear offensive and defensive data governance strategies, and these should tie back to the data monetisation strategy and the value generated.

Naming matters. Calling offensive functions of data governance “data readiness” may prove more business-friendly and receptive.

As a part of data readiness, data governance leaders should work with the business to define minimum data quality levels. This should, clearly, be a point of alignment with business stakeholders.

With defensive data governance, consider calling this “digital trust.” Business users get the concept of digital trust, especially with the emergence of generative AI.

In building a data culture, data governance professionals should make sure they get the right people to support the data initiative.

As part of a data initiative, data governance leaders should put together a complete set of tasks for data readiness. What’s more, they should determine with the business the acceptable uses of data.

Data governance professionals should work with vendors to establish out-of-the-box policy templates and integration between policies and controls. The notion of policy as code is something we should all aim for.

PARTING THOUGHTS

It is time for a golden age of data governance. In the past, data governance was top-down and forced and sometimes not tied to a specific business initiative.

Today, data governance should be built into data initiatives. It should be part of delivering the value proposition for data. The “Data Is Everybody’s Business” authors suggest a key way forward here. In other words, data initiatives need to have explicit monetisation plans and business objectives. With this, everything should become easier, including data governance driving data readiness and digital trust.



ABOUT THE AUTHOR

Myles Suer, is the leading influencer of CIOs, according to Leadtail. He is the facilitator of #CIOChat. The chat has executive level participants from around the world in a mix of industries including banking, insurance, education and government. Myles publishes on a number of sites, including a prior weekly column at CIO.com as well as articles published in ComputerWorld, Cutter Business Technology Journal, and COBIT Focus. He is the Strategic Marketing Director at Privacera.



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Navigating the Crossroads of AI and Credibility

BY DR NERYL EAST

It's a landmark time in history to be in the records and information management profession. The advent of publicly available generative AI (GAI) means we're experiencing the biggest shift in the way we communicate since the launch of the internet.

Now, with the integration of GAI tools into the software we use every day through platforms like Microsoft Copilot, the way we process and use information will be forever transformed.



When ChatGPT exploded onto the scene in late 2022, commentators quickly jumped to extremes. Generative AI was labelled both a step towards Utopia where machines do all our heavy lifting and the beginning of the end of the human race. The truth is out there somewhere.

Since then, GAI tools have mushroomed and expanded into just about every area of an organisation's operations – from research, financial analysis and report-writing to instantly-produced videos with artificial presenters, voice cloning and image creation.

A Microsoft report released in July 2023 said GAI could contribute \$13 billion annually to Australia's professional and financial services sector by 2030 if we accelerate its "responsible adoption".

"...the way we process and use information will be forever transformed."

Mindful of the risks of GAI including compromised data security, misinformation, inherent bias and plagiarism, governments worldwide are scrambling to develop guidelines that catch up with this onslaught of technology and harness its upsides while limiting the downsides. And beyond those risks is the very real threat to the credibility of businesses, organisations and leaders who plunge into the GAI pool without first taking precautions.

In the Facebook age, words have become very cheap. Now, the integrity of information itself is on the line. We are at a crossroads of technology and credibility. Our next choices must be handled with care.

How can a records or information management professional know if your organisation has crossed a line with GAI? Are there some areas that must remain a strictly human zone?

In Australia, the government has released interim guidance on GAI. While written for public service agencies, it contains advice that could equally apply to any leader or organisation. The guidance recommends publicly available GAI platforms should only be used when the risk of negative impact is low, adding that unacceptable risk includes situations "where services will be delivered, or decisions will be made."

It also stresses the importance of human-centred decision making – a crucial guiding principle for any organisation regardless of your sector.

"...governments worldwide are scrambling to develop guidelines that catch up with this onslaught of technology and harness its upsides while limiting the downsides."

GAI can be invaluable for gathering, sorting and reproducing information, but it must not call the shots when final decisions are made, especially when those decisions impact human lives. Organisations that transcend that boundary may well pay a heavy price with their reputation.

The City of Boston sums it up well in their interim AI guidelines: "Generative AI is a tool. We are responsible for the outcomes of our tools."

At this extraordinary time in history, it's important to remember that communication is an exchange of meanings between people. Whether colleagues in your organisation are communicating using the written word, images, voice or video, GAI is useful but it's a human touch that builds true connection.

And no amount of timesaving is worth compromising your credibility.



ABOUT THE AUTHOR

Dr Neryl East is an award-winning speaker, credibility expert and author of five books including an Amazon best-seller. She's worked with leaders at the highest levels

to stand out with credibility in spotlight situations – when the pressure is on and stakes are high. Neryl has been a professional communicator for more than three decades, spanning a media career and senior roles in government and business.

Her role as an announcer at the 2000 Sydney Olympics saw her speaking to crowds of 20,000. Her latest research uncovers the keys for organizations to navigate the challenges of our post-pandemic world and rebuild trust with fragmented teams.

Neryl has a PhD in Journalism, holds the global designation of Certified Speaking Professional and is Past National President of Professional Speakers Australia.

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GLOBAL AUTHOR



PROFILE

GETTING TO KNOW...

CRAIG GRIMESTAD



Craig Grimestad has been contributing to iQ spanning the last decade with over 40 articles published! Living across the Pacific Ocean I managed to get a hold of Craig to find out where he pulls his inspiration from and why he loves to share his body of work with RIMPA Global readers.

1. What initially inspired you to start writing for the magazine, and how has your motivation evolved over the course of the last ten years?

I began writing about Records and Information Management, and Information Governance at the request of Iron Mountain's Consulting Group leadership. At that time, all consultants were encouraged to write blogs on these or related subjects to demonstrate Iron Mountain's thought leadership.

One of my first blogs was "discovered" by a member of RIMPA's management team, and I was asked if they iQ could publish it. Of course, I agreed. RIMPA also liked my next blog, and I was asked if they could publish that as well, and then I was asked to be a regular contributor, with a regular column in iQ Magazine.

I was writing on "The Psychology of RIM", which became my column banner, as at least back then, it didn't get a lot of exposure. Today my writing emphasis has been on writing

articles for iQ and focusing on what I perceive the greatest need to be in our profession – Change Management and transitioning to Information Governance. Part of what motivates me to continue to write are my frustrations.

First, that organisations have been slow to pursue and implement Information Governance, when its bottom-line benefits are clear. I believe Information Governance has come of age; with training, certifications, repositories, and technical tools to take the variability and inefficiencies out of office work. I try to bring that message as strongly as I can.

Second, it is also frustrating to observe that Records Managers don't receive the respect and support they should receive as a vital part of an organisation.

2. Can you share a particularly memorable or impactful article you've written for the magazine? What made it stand out, and what did you hope readers would take away from it?

I write my articles to be useful and timeless. I prefer to write articles where I am providing information, advice, and teachings rather than just offering an opinion. I have four writings or sets of writings, that I think stand out as helpful to practitioners and remain fully useful today, and therefore are my favorites:

- 1 2-part series on Rules of the Road for Cultural Change (where I share what I learned from Dr. Joseph Juran about Change Management)

"...I was determined to make my articles timeless, so that they would have value years beyond their writing. Indeed, most of them are just as valid today as they were 10 years ago."



- 2 The 7- part series on Energizing Compliance (including the article on auditing that teaches an efficient non-intrusive method for auditing the entire workforce for compliance with RIM/IG policies). Although written 6+ years ago, the advice is just as relevant and effective today as then.
- 3 Tricks of the Trade for Records Managers – It was my objective to write this as soon as began writing. Earlier articles provided portions of this, but this is the culmination of my thinking and advice for Records Managers.
- 4 Let Governance in Information Governance mean Governance. This article boldly proclaims the distinction and value of governance in managing an organisations record.

3. With such a substantial body of work, how do you continually find fresh and compelling topics to write about? Do you have a specific process for generating ideas?

I had a favourable experience as a Records Manager where I had strong support from my boss, the Chief Information Officer, to transition to Information Governance.

I had an unconventional path to becoming the Records Manager, as I began my professional career as an engineer designing internal engine components for locomotive diesel engines.

My experiences in multiple departments provided me with a business perspective of records, and my participation in the quality transition to Total Quality Management, provided me with a Change Management understanding needed to bring about operational changes for Information Governance. All of this provided much to write about. I get new ideas from working with clients and the iQ quarterly themes.

4. Over the years, how have you seen your writing style and approach evolve? Are there any significant lessons or insights you've gained from your experience as a prolific contributor?

I think my style has solidified more than evolved. When I started writing, I was determined to make my articles timeless, so that they would have value years beyond their writing. Indeed, most of them are just as valid today as they were when I wrote them up to 10 years ago.

I was told early on that I write with a genuine voice, and that my writings were encouraging and motivational. I like that and have endeavored to have that persona in all my writings.

As an example, when I wrote about Juran's Rules of the Road for Cultural Change, I ended by noting that Juran concluded his session with "Good Luck". but I say, "Go Get'em".

A Look in the Rear-View Mirror

I had hoped to write of great learnings from this past year about a surge of organisations upgrading their Records Management disciplines, capabilities, and compliance. Didn't happen. Surprisingly, when asked about the impact of the Covid pandemic, one company official (likely summing it up for many) responded "We didn't skip a beat".

Well, countries skipped a beat, people skipped a beat, there were a lot of skipped beats. How did many organizations not skip a beat? It was the resilience of the worker. It was the resilience of the worker leveraging and adapting to available technologies, and working through conflicts and distractions, as they transitioned to working from home.

BY CRAIG GRIMSTAD

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The resilience of the worker was multi-faceted and varied depending on the individual circumstances. For those who were already working at home, full or part time, the changes and disruptions were minimal. For those who previously had been full time office workers, this was a monster, a real paradigm change. Motivated by the ability to keep their job and pay their bills, they worked hard to make it happen – most did! New technologies had to be learned – with proficiency. How many had heard of Zoom previously, let alone know how to use it? Videoconferencing? We had all likely done some of that. Now, videoconferencing became essential for meetings with customers, suppliers, and colleagues to conduct business. Text messaging and chats also became useful and essential in working with colleagues.

As the isolating, required, stay at home time dragged on, workers began to experience "cabin fever". How could workers preserve their mental health and wellbeing? How could workers replicate the social contacts of the office and the "water cooler" chats? Videoconferencing and technologies like Microsoft Teams, which allows for instant and ongoing communications with colleagues, became the mechanism to socialize

as well. I believe I preserved my own sanity by engaging a select few individuals that I "vent" with, as well as sharing concerns and ideas before going public. We conference periodically and set up a "group chat" where we can chat in real time about any topic, anytime. Sometimes, we will be chatting at the same time we are on a conference call or videoconferencing. We could have done this before, but it seems that the isolation has caused us all to make fuller use of the available technologies. It might even be better than the old "water cooler chats" in that you can finish your thoughts in "private" and not be concerned for who sees you and what is overheard. The down side of course is that everything is recorded, so you either need to be very guarded in what you communicate, or very confident of the confidentiality of your "team".

IT SEEMS THAT THE ISOLATION HAS CAUSED US ALL TO MAKE FULLER USE OF THE AVAILABLE TECHNOLOGIES.

Concerned for the mental health and the esprit de corps of their workforces, organizations began to address the lack of socialization. Organizations used video conferencing to continue to celebrate individuals having major years of service milestones, going on maternity leave, or retiring. In addition to these virtual celebrations, organizations also initiated virtual "parties" and scheduling "coffee shop" time or "happy hour". This actually enhanced the esprit de corps of the workforce, as it allowed for participation of co-workers that were not in the same location, perhaps not even in the same country.

ONE OF THE REASONS COMPANIES DIDN'T SKIP A BEAT IS THAT MANY WORKERS BECAME MORE PRODUCTIVE.

One of the reasons companies didn't skip a beat is that many workers became more productive. In prior years, where office work needed to be done at the office, during office hours, time away from the office wasn't always made up for dentist appointments or doctor visits. Now, workers are inclined to work at least a full eight hours for each day, making up for any time missed. I say at least eight hours because workers may well put in extra time needed to finish a project, meet deadlines, or just avoid boredom. Some companies, including my own, actually gave extra days off to employees as a thank you for their work efforts, and endurance during this time. They tried to motivate workers to spend time away from their computer screens and to spend time on something else to promote good mental health and avoid burnout.

It is too early to know what the lasting effects will be from this isolation. It is clear however that there will be a major shift in how companies conduct business. I have heard it suggested that offices will no longer be for the performance of work, but primarily for meetings, for times when it is best to meet face to face. That will enable many companies to reduce their office space needs, a major cost saving.

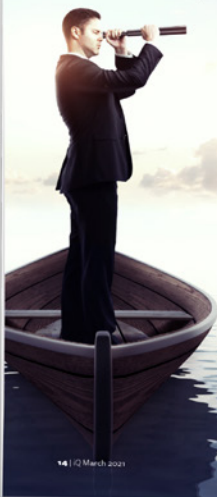
Of course most work-a-homers pay their own phone bills, internet access costs, and the electrical costs for computers, monitors and printers. I had a manager advise me to turn off my monitors when not in use, saying they were significant users of electricity. All of that provides more savings for companies in this work from home environment. Will companies reimburse workers for their work-at-home expenses? Will there be a requirement for work in office? What we have seen in the rear view mirror wasn't the train wreck that many thought would have happened as they initially forecast the survivability of their company when the isolation of the pandemic began. What we have seen in the rear view mirror is an efficient, stable, and workable business model. This gives anticipation of what is to come as we transition our view to the windshield and look ahead.

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

CHANGE MANAGEMENT

Turn the Tide Seize the Day

Multiple factors have come together to provide an environment favorable to maturing Records and Information Management programs. It is an opportune time for organizations to move forward in maturing their Records Management program. Records have gained increased visibility within companies and in public view, with frequent records related stories in the news. Hacking attacks, data breaches, identity theft, new and expanding governmental privacy laws, as well as workforces needing to access, create, collaborate, and manage records while working from home. Security needs, as well as records and information access requirements for the workforce, are clearly in focus. Practitioners have an opportunity to "Seize the Day" and advance the maturity of their Records Management / Information Governance program.



Perhaps now that the need to protect an organization's records has become a highly visible top priority there is a clearer understanding that records are a company's greatest asset. It is not the product, it is not the property, and it is not the people. Product can be replaced, property can be disposed of or acquired according to company needs, and people come and go. Records however, are both the lifeblood of a company and the company jewels. They need to be identified, managed, and protected as the company's most valued assets. The need has never been greater for a company to shield its records, information, and data against external threats. With many in the workforce working remotely there is an increased vulnerability to cyberattacks in addition to a requirement for easy access into company information systems and records and data repositories in order to perform their jobs effectively.

The need for efficient management of records throughout their lifecycle has never been greater. Records created at this time, need to be created well, used for their intended purpose, managed to be fully available and usable until no longer needed, and disposed of in a timely manner. All in a secure environment.

THE NEED HAS NEVER BEEN GREATER FOR A COMPANY TO SHIELD ITS RECORDS, INFORMATION, AND DATA AGAINST EXTERNAL THREATS.

ELIMINATING (OR REDUCING) PERSONAL REPOSITORIES AND ESTABLISHING OFFICIAL REPOSITORIES (ELECTRONIC AND PAPER) WHERE EMPLOYEES ARE CERTAIN TO BE ABLE TO STORE AND RETRIEVE THE LATEST VERSION OF RECORDS, EASILY PRODUCES A SIGNIFICANT IMPACT ON PRODUCTIVITY.

The opportunity to establish good discipline throughout the company has never been better. Records Management disciplines have matured and standardized, with measurable standards of maturity and excellence.

Many companies have yet to take advantage of the maturity of Records Management disciplines. Practitioners can obtain best-practice training, receive certification, and measure their company's processes and practices against standards, which can also be used to establish a path for improvement. Continued education is also available to train the workforce in the disciplines of Records Management, including their necessary role.

In support of these disciplines, there are many applications available to develop, manage, store, and protect records. No longer should individuals be expected to personally retain important company records.

A particular company's path forward will be determined by its current status, areas of greatest need, and available resources. This is a time to be aggressive in your proposal. Commonly there are many opportunities for improvement that will generate good returns. Let us look at some of the most common areas for improvement:

SAVE MONEY

Storage - Most companies are paying more for storing records than necessary. Whether it is non-business records, duplicates, or records that have fulfilled their retention requirement, there is a lot of potential saving in bringing your records storage into compliance with your Records Retention Schedule (RRS).

Litigation - Discovery costs are driven higher as the volume of records to be searched is higher. This occurs when records that are eligible for disposal

are retained and records are dispersed in personal repositories across the company. Whether paper or electronic, reducing the volume of records to be searched and reviewed by disposing of expired records, convenience copies, and non-records, as well as replacing personal repositories with company repositories, can reap significant savings.

IMPROVE EFFICIENCY

Creation, Storage, Retrieval and Disposal - Efforts to standardize and facilitate the creation and management of records through their entire lifecycle can reap large dividends. Eliminating (or reducing) personal repositories and establishing official repositories (electronic and paper) where employees are certain to be able to store and retrieve the latest version of records, easily produces a significant impact on productivity.

Consider a digitization project. First establish the full utilization of records in digital form going forward, with designated repositories. Next, transfer needed paper records to digital records, again in designated repositories, disposing of Redundant, Obsolete, and Trivial (ROD) records in the process. If you can save, on average, just 5 minutes out of every hundred for the average employee - that is a 5% saving! 5% of each individual's salary, with the time redirected to painful activity is a very significant savings.

REDUCE RISK

Elimination - As records complete their lifecycle and fulfill their purpose, they transition from having high value as an asset to becoming a liability. Having a legally validated Records Retention Schedule that provides confidence in satisfying all legal and

regulatory requirements, provides confidence in initiating a records disposal project. Disposing of records per the Records Retention Schedule saves the organization money as noted above, and also reduces corporate risk. If you have no further use of your records - who are you keeping them for?

When establishing your path forward it is best to represent the cost and the benefit in financial terms. Not just - it is the right thing to do. Work to estimate the saving in employee and lawyers' time.

Management teams often know instinctively that they need improvement in the management of records. Multiple factors have come together to provide an environment favorable to maturing Records and Information Management programs. Seize the Day. Your thoughtful considered plan (a multi-year plan?) for improving Records Management, with improved security and business efficiency while reducing cost and expense, is what your company needs. You have the opportunity to be a significant contributor to the well-being of your company. Seize the Day!



ABOUT THE AUTHOR
Craig Grimes
is a senior consultant with Ron Mountain Consulting. His specialty is designing RISM core components, with a sub-specialty for RISM auditing. Craig holds a Masters of Science degree in Engineering and was the records manager for the Detroit-Motors Division of General Motors where he participated in the development of the GM Corporate RISM program and implemented and managed Electronic Records Retention RISM programs. His blogs to infoq.com are regularly featured.

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That typifies my belief that I am providing practitioners with tools for success and encouraging them to use them.

I also try to inject a bit of humor, so the reader will be a bit amused by my writings. I think that helps with information retention. I also think it is helpful to provide insights by sharing experiences or telling stories. I enjoy using the "I digress but, ..." to provide an insightful story.

5. Many aspiring writers look up to your achievements. What advice would you offer to those who aspire to follow in your footsteps and make a meaningful contribution to a magazine?

I really don't fancy myself as a writer. I guess I am driven by the amazing opportunity I have been given to have a voice through iQ and reach out to other practitioners with helpful thoughts and information. If someone

would endeavor to be a writer in this space, I would encourage them to establish a vision for their writings.

What message are they trying to convey both now and in the longer term? If you can, I would suggest making the articles "timeless". Dating articles with current events make them appear older, even outdated, even though the content might not be.

An exception to this might be referencing Covid, or any other major event that we endured, that caused a drastic change, or paradigm shift.

I think it helps to take the position of being an advocate for the reader. And I think it also helps to be a bit of a storyteller and convey your message through stories. I also think it helps to develop a style of writing that is all your own. Try to make good use of every word - the right tense, the right inference. Develop work snippets that convey a truth readers can take away and remember.

6. Can you share a behind-the-scenes glimpse into your creative process? How do you tackle research, structuring your articles, and maintaining a consistent level of quality and engagement in your writing?

I think I have already spoken to this a bit with the above answers. I can't say I do much research, perhaps to find the source of a quote or something I remember and want to use. As I formulate an article, I try to have consistent practice of developing a final draft, and then sleeping on it and reviewing it in the morning. Commonly I make a change or two before submitting. Sometimes I struggle with one or more sections (which has sometimes made me late). Sometimes I commit it to prayer, as one or more sections are just not coalescing as I want them to. I generally know what I want to say in each section and eventually I get there.

Craig Grimestad's iQ Odyssey:

41 Compelling Articles

1. The Psychology of Records Management
2. Records Managers - What Are You Thinking
3. Executive Leadership in Action
4. Records Managers - What Are You Saying
5. Rules of the Road for Cultural Change Part1
6. Rules of the Road for Cultural Change Part2
7. Organizational Placement Matters
8. Stop Apologizing
9. Causing Employees to Behave Badly
10. Heroes and Villains
11. Energize Compliance with Motivation and Training
12. Energize Compliance by Changing the Attitude
13. Energize Compliance with Clear and Doable Requirements
14. Energize Compliance With Communication
15. Energize Compliance With Auditing
16. Energize Compliance With Forcing Functions
17. Energize Compliance With Technology
18. Information Governance is Free
19. The Name Game- Information Governance and RIM
20. Must the Sky Fall?
21. Lessons From the World Around Us
22. Carts and Horses
23. Selling Information Governance
24. Keeping Everything Forever is Intolerable
25. Using Intelligence with Artificial Intelligence
26. Is Digitisation, Your Path to Information Governance?
27. Passing the Laugh Test
28. The Psychology of Cybercrime
29. The Need for Standards
30. A Career So Bright You've Gotta Wear Shades
31. Change Management
32. Sailing Through Change
33. Seize the Day
34. Information is An Asset
35. Is 2022 the Year for RM Program Transformation?
36. A Look in the Rear-View Mirror
37. Record Managers-Tricks Of The Trade
38. I'm Not Getting Rid Of That!
39. Let Governance, In Information Governance, Mean Governance
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EzeScan is one of Australia's most popular production capture applications and software of choice for many Records and Information Managers. Solutions range from centralised production records capture, highly automated forms and invoice processing to decentralised enterprise digitisation platforms which uniquely align business processes with digitisation standards, compliance and governance requirements.

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

IRON MOUNTAIN



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

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

FYB



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

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

IPLATINUM



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

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

VENDOR DIRECTORY

LTD

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

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



VOTAR PARTNERS

Votar Partner's number one priority is our clients. Working independently of all software and IT vendors, we offer our proven and specialised expertise to empower our clients to achieve their goals. Our subject matter experts can help you develop and implement practical initiatives across each stage of the information management lifecycle, ensuring that your records and information management practices support and enable business improvements, and remain relevant.

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



OBJECTIVE

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

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



WYLDLYNX

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

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



OPEN TEXT

OpenText, a global software provider, offers information management solutions through OpenText Cloud Editions. Their belief is that companies can achieve smarter outcomes by integrating information and automation. Their OpenText Content Manager solution is a governance-based enterprise content management platform, ensuring compliance with regulations and data privacy. It facilitates the delivery of the right content to the right people at the right time, regardless of device or location. Enterprise Content Management (ECM) encompasses strategies, technologies, and practices for managing content and documents, including document management, records management, workflow automation, and collaboration.

Ph: 0418 636 272 | E: sjamieson@opentext.com | W: opentext.com



ZIRCODATA

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

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



RECORDPOINT

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

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



RECORDS SOLUTIONS

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

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



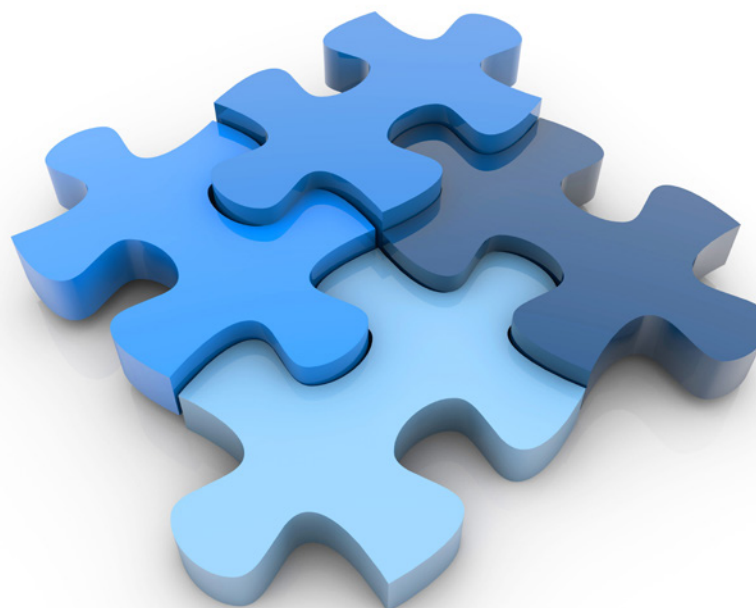
TIMG - THE INFORMATION MANAGEMENT GROUP

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

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



Connect
with RIMPA's Vendors



MEET THE BOARD

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

RIMPA's Board of Directors bring decades of industry insight and a wealth of experience, who formally represent the organisation.



Thomas Kauffhold
B Admin, Life MRIM
Chair Of the Board / Director
2020-2023



Jeremy Manford FRIM
Strategic Pillar:
Advocacy & Collaboration



Bonita Kennedy Life ARIM
Executive Director and
Director 2020-2023



Rebell Barnes MRIM
Director 2022-2024
Strategic Pillar: Social and
Environmental Programs



David Pryde Life MRIM
Director 2022-2024
Strategic Pillar:
Innovation and Standards



Ruth Edge ARIM
Appointed Director 2023-2025
Strategic Pillar:
Professional Development



Nancy Taia MRIM
Director 2022-2024
Strategic Pillar:
Member Engagement



Lisa Read White Life FRIM
Director 2022-2024
Strategic Pillar:
Advocacy & Collaboration



Peter Williams ARIM
Director 2021-2023
Strategic Pillar:
Governance & Risk

MEET THE TEAM BEHIND THE SCENES



Anne Cornish MRIM
Chief Executive
Officer



Joanne Kane
Chief Operating
Officer



Sunshine Craig
Executive Assistant
and Finance Officer



Tynelle Spinner
Membership
Engagement Manager



Khobi Ryan
Member Relations
and Services Officer



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Lisa Janell
Marketing and
Events Manager



Thomas Davies
Digital Marketing
Coordinator



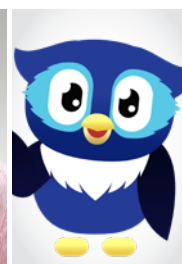
Munaa Said
Principal Trainer
and Assessor



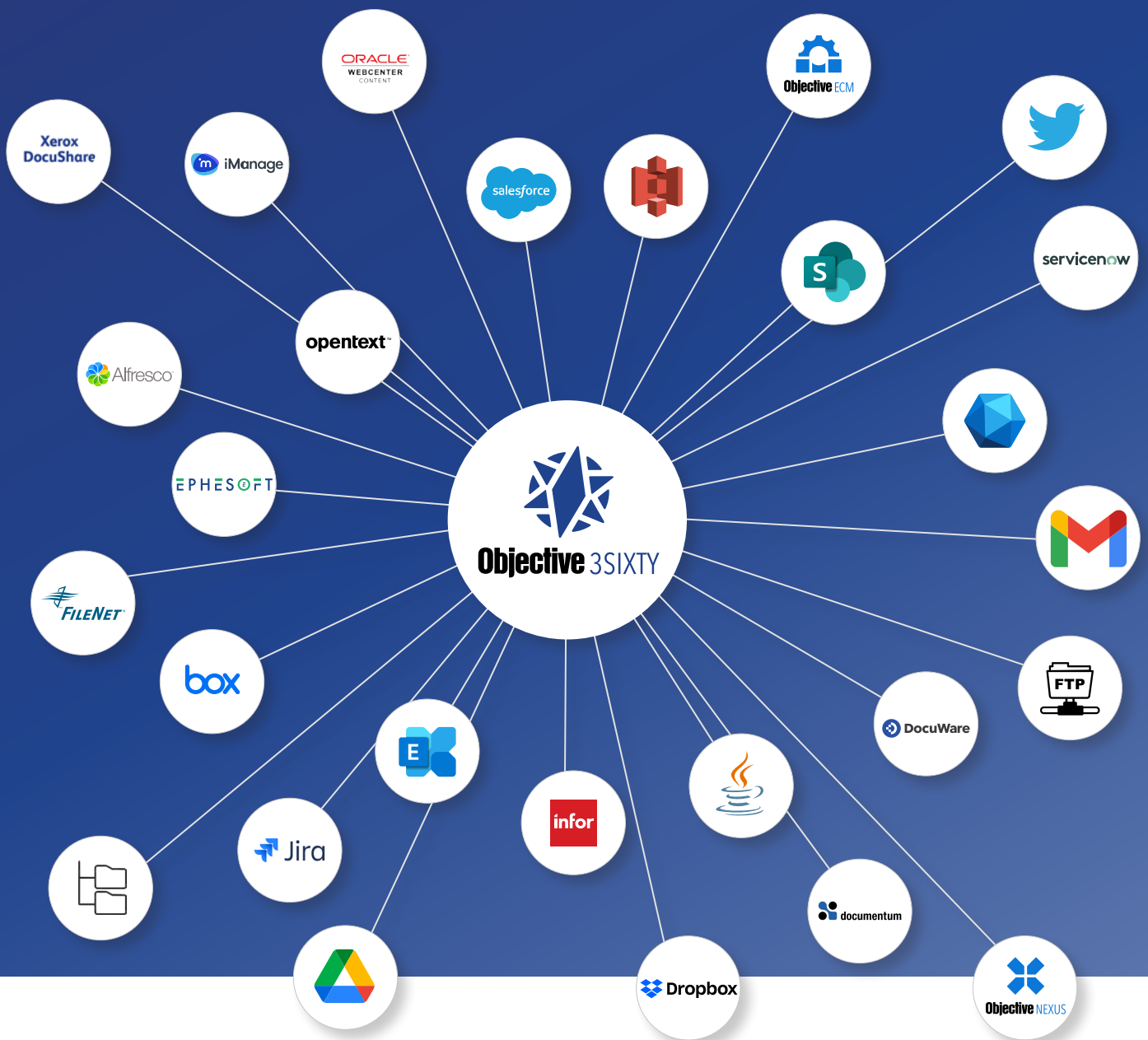
Adil Afif
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Content and
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Information Management)
Guardian of
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Tame the content sprawl.

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Objective

SAVE THE DATE: 3-5 SEPTEMBER, 2024

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