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Comments from the Chair

DAVID PRYDE, MRMA

RMAA Chairman of the Board



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It's All About Access

By the time you receive this edition of *iQ*, Information Awareness Month (IAM) will be in full swing. With its purposeful yet simple ambition of *connecting information and people*, the theme for 2010 is "Access across the Generations".

When you consider that for one month every year, the most prominent and eminent records and information management organisations on both sides of the Tasman Sea can put aside their ideology and discipline bias and come together in such a collaborative endeavour, is inspiring and humbling. I want to thank the representatives from each organisation who have contributed to the continued success of the IAM concept.

Since the beginning of time, access to information has been determined by business, socio-economic climate, political expediency, technological advance or financial reasoning. While some have been significant individually at various periods of history, the combined effects of some or all these indicators have been just as important.

EVOLUTION OF THE INFORMATION CULTURE

If you look at the small period of time just from the Great Depression (1930's) until the present, we can see the gradual evolution of the information culture from one pole to another. From control, and the thinking that *information is power*, to almost open access. Privacy, intellectual property and public interest will almost certainly guarantee that open access is not total, but let's give it another 20 years and see.

The greatest leap in information access belongs to "techno savvy" Generation Y – intrinsic multi-taskers and Web surfers. Born in the technology rich period between 1980 – 2000+, brought up on a diet of Internet, broadband and wireless. They can maintain multiple conversations with peers over numerous communication applications from a single screen, play an Internet game, and still watch and comprehend a television programme.

This generation has an immense appetite for information, and knows how to find and access it. They are the main driver for business and government to transform from a conventional "bricks and mortar" structure to an e-economy. The problem that government and business records and information managers have is to meet the demand for electronic services yet maintain the old services while the Baby Boomers and Generation X catch up.

As we have seen in the last 3 months, government's first reaction to financial restraint in both Australia and New Zealand is to cut budgets, recommend closures, or merge the national archives and the national library into a faceless entity. How many times in a generation do government or big business have to take the "razor gang" option out of the top drawer only to find they are spending more money in the future just to keep service standards at current levels.

To take advantage of the wonderful business opportunities that technology and the current generation are providing requires a stable information foundation, with accurate, identifiable and retrievable data. Rather than cut budgets or services of the biggest asset in any organisation, look for opportunities for collaboration, information sharing and utilising the information that is already available. Work smarter. We RIMs are always here to help.

ACCESS VIA NETWORKING

While on the subject of communication, did you know that the RMAA, in an attempt to provide information to members as they want to receive it, is a member of various social networks? If you want to keep up to date on daily listserv topics, but without the spam – then read your daily list subjects on the RMAA Forum.

Do you want your information up to the minute and immediate? Then invite the RMAA to be your friend on Facebook or Twitter. Not to forget that you can keep up to date with all that's happening during Information Awareness Month or Inforum 2010 at these dedicated websites, linked from the RMAA Homepage.

- RMAA Website: www.rmaa.com.au
- RMAA Forum: <http://forums.rmaa.com.au/>
- RMAA IAM: <http://www.informationawarenessmonth.com.au/>
- inForum: <http://inforum.net.au/>
- Twitter @ RMAA: http://twitter.com/RMAA_RIM
- RMAA on LinkedIn: <http://www.linkedin.com/groups?gid=1135467>

David



From the CEO

KATE WALKER

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

RMAA Chief Executive Officer



iQ / THE RMAA QUARTERLY

Put PD to Work for You

Information has gone from “scarce” to super-copious volumes. Whilst the increase in information brings massive benefits, it also creates massive headaches for not only the public, but the records and information management professional.

The world has become a place which contains unimaginably vast quantities of not only paper information, but also digital information, which is getting vaster ever more readily. This makes it possible to do many things that previously could not be done nor managed well, the data can be used to unlock new sources, provide fresh insights and ensure accountability and transparency.

However, the volume is also creating as many new problems as ones it is solving. The abundance of tools to capture, process and share this information (sensors, computers, phones, etc) continually exceeds storage space. Ensuring security and privacy is becoming increasingly difficult as the information grows and is shared globally.

There are obviously many reasons for information growth. The most obvious one is technology. In addition, there are now many more people who interact with information. A vast amount of this information is shared, and, according to Cisco, by 2013 the amount of traffic flowing over the Internet annually will reach 667 exabytes.

The way that information is managed touches all areas of life and generations. As such, the records and information management (RIM) profession must continue to grow and expand their knowledge to ensure that they continually meet the needs, expectations and demands of their organisations, and the community.

WHAT'S DRIVING THE CHANGES?

Well, they include:

- Predominance of digital as medium for storage, management and retrieval.
- Compelling need to share within organisations and across boundaries.
- Skyrocketing volume along with time-sensitive need.
- Massive heterogeneity of technical environments and content types.
- Shift from intermediary management of information to consumer/technology.

» “... A PROFESSIONAL DEVELOPMENT PLAN MUST BE A VIABLE, WORKABLE CONCEPT SUPPORTED BY MANAGEMENT” «

As part of the continuing means of information sharing, it is critical that records and information managers undertake professional development planning.

A RIM's professional development is as important to the individual and his/her career as it is to the organisation which commits training and resources to this position.

A professional development plan and path offer the professional opportunities to grow and upgrade the level of services one can provide an organisation. If a career path and development programme does not exist, the chances of poor performance and turnover for this type of individual are high.

FULFILLING THE PROMISE OF PD

A key point management should remember is that a professional development plan must be a viable, workable concept supported by management. It should not be another sales pitch to potential employees or a false promise to staff. Employee motivation and trust will be lost if they find out that the plan does not exist. This is when organisational management can lose its credibility with staff.

Records and information management professionals play a critical role in helping organisations assess, acquire and deploy records and information management services. At the same time, they face unprecedented challenges in communicating the value of their role and managing end user expectations.

To help meet these challenges, the Records Management Association of Australasia (RMAA) provides training and tools to enhance professional development.

It has a special focus on strategies to demonstrate the value of professional information services, and employs a dedicated Professional Development Officer. For more information, contact Marian Hoy at marian.hoy@rmaa.com.au.

Kate



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HELPING HAITI: Helping Haitian recordkeepers and librarians overcome disaster



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FROM THE EDITOR'S DESK

THE POWER OF PROTEST

After the nationwide protests against announced NAA branch closures in Adelaide, Hobart and Darwin, there was cause to celebrate, with the Federal Government deciding to maintain a National Archives presence in those centres via 'co-location'. (See this issue's Industry News for two reports on the subject.)

What this means, in reality, only time will tell. But time is against the users of physical archives. As one author in this issue of *iQ* points out, the online option is seen by many collection custodians, or the masters of their purse-strings, as the future, with physical access to facilities destined to be reduced, or eliminated.

For the information of the accountants, it is not valid to compare the number of online visits to the physical visits to an archives facility, an argument used by proponents of the NAA office closures.

I myself might make a score of online visits to an archive or library to check catalogue information before ultimately spending a full day in the physical facility viewing the original material, and, most importantly, taking in the context of

surrounding material. Bean counters would say I'd made 20 online visits versus one physical visit, therefore the physical visit was, in the scale of things, an unimportant luxury. Really?

We should stand up for the right to access the real thing in its place of origin. Don't rest on the laurels of the apparent victory in the NAA affair. Bureaucrats will continue to push electronic as the most economic option; the 'online versus original' argument will not go away.

MAY IS INFORMATION AWARENESS MONTH

Access Across the Generations is the theme of Information Awareness Month, happening right around Australia and New Zealand this month. As part of *iQ*'s contribution, we present Brooke Wooldridge's sobering report on efforts to help the libraries and archives of Haiti recover from the nation's devastating January earthquake. If you can help those efforts, even only with your moral support, please do.

Stephen Dando-Collins

Editor, *iQ* Magazine
editor.iq@rmaa.com.au



Coming up in the August 2010 issue of *iQ*:
INFORMATION CONTINUITY
Are you prepared for the worst case scenario?

Send article submissions to editor.iq@rmaa.com.au. Deadline for accepted copy, July 1.

“DEAR EDITOR”...

iQ Interview, 'On the Professional Edge', February 2010 *iQ*

Would it be possible to reprint the 'On the Professional Edge' article in the next edition of the ARMA Toronto Chapter Newsletter? I really like the article and the final presentation of our answers to the questions.

Irene Gelyk
Toronto, Canada

(We were happy to grant Irene's request. The Records Management Society of Great Britain also sought and received our permission to republish the interview – Editor)

The article looks great. Thank you so much, and let us know if you need anything else from us here at ARMA International.

Ashley Flynn
ARMA International
Overland Park, Kansas, USA

Re Government Response to NAA Branch Closure Protests
Brilliant outcome. Yay for all the RIMers that widely circulated petitions to sign in each state and territory!

Donna-Maree Findlay MRMA
Adelaide, South Australia

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NAA BRANCH CLOSURES: CABINET ANNOUNCEMENT SOUNDED LIKE A VICTORY. BUT WAS IT?

CANBERRA: On February 23, Federal Cabinet Secretary, Senator Joe Ludwig, announced: "The Rudd Government has listened to community concerns, and the National Archives will maintain a local presence in each state and territory." He called it "co-location".

Australian archivists and recordkeepers had mounted a furious protest after National Archives of Australia Director-General Ross Gibbs announced the closure of the NAA's Adelaide, Hobart and Darwin offices to save \$5 million over three years.

Protest organisers presented Cabinet with a petition containing almost 6,000 signatures. Listservs bristled. Parliament debated, with the Greens leading a Senate censure. The media became interested. The politicians, in an election year, listened.

The Ludwig statement focused principally on the fate of the NAA Hobart office. It was, after all, election time in Tasmania. But Senator Ludwig added: "Similar arrangements will be put in place in Adelaide and Darwin".

RMAA Chair David Pryde, MRMA, warned: "Savour (the good result) but remain vigilant." ASA National President Jackie Bettington urged: "We will need to work together over an extended period." Leading campaigner Anne Picot filed: "We still have to fight the digital myth."

INCREASED FEDERAL SUPPORT FOR EBPPP GIVES RMAA 105 NEW TRAINING PLACES

CANBERRA: Deputy Prime Minister Julia Gillard has announced that Federal Government support for the Enterprise Based Productivity Places Program (EBPPP) is doubling to \$50 million annually, with the RMAA one of the successful funding applicants for 2010-2011.

The government's announced support for the RMAA's continuing professional development (CPD) programme means that the Association will be able to support

the training and upskilling of 105 members over the next 12 months.

The RMAA's delighted CEO, Kate Walker, told *iQ*, "It's great news!"

At press time, details of the level and number of specific qualifications that will be supported were still being worked out with the Department of Education, Employment and Workplace Relations (DEEWR). Fuller details will be provided on the RMAA website as they are finalised.

RECORDKEEPERS VOW TO FIGHT NZ ARCHIVES MERGER

WELLINGTON: New Zealand recordkeepers are preparing to fight central government over its plans to merge Archives New Zealand and the National Library into the Department of Internal Affairs, which, they say, threatens the authority of the Chief Archivist.

The merger plan was announced in March by the National Party Government's State Services Minister, Tony Ryall, as part of "changes to improve the efficiency and effectiveness of government agencies".

RMAA Chair, David Pryde, MRMA, declared: "The RMAA has serious concerns with issues raised. We disagree with the advice of the 'officials' and challenge their view on the independence of the Chief Archivist without the need for a separate archives department. Reduction of independence of the Chief Archivist will seriously undermine public confidence."

In an Archives and Records Association of NZ (ARANZ) press release, President Joanna Newman, MRMA, protested that a key role of national archives was ensuring that government created, maintained and made accessible, reliable records of its activities and decisions. "If the statutory independence of the Chief Archivist is removed this ability is compromised, as has occurred overseas."

This government's proposal almost exactly mirrors a former National Government's 1990's plan to demote national archives to a sub-set of a heritage agency. The plan was thwarted by court actions by ARANZ and the New Zealand Society of Genealogists, and by National Party defeat at the 1999 general election.



ARANZ President Joanna Newman, MRMA

Within a year, the in-coming Labour Party had created the new independent Archives New Zealand.

TV Channel 3 news reported New Zealand Historical Association President, Dr Catherine Coleborne, saying, "We're very uncomfortable about the threat that this could mean for the autonomy of national archives, and also of the Chief Archivist's role within Government."

The Public Service Association believes that the planned mergers would not produce significant savings – certainly not the NZ\$3 million to NZ\$9 million saving over three years forecast by the government.

Professional organisations are collaborating on resistance to the merger, referencing actions taken by Australian recordkeepers in their recent campaign to halt National Archives of Australia branch closures. Court action is among options being considered.

STUDY HIGHLIGHTS RECORDS ISSUES FACED BY LOCAL GOVERNMENT

SYDNEY: Asia-Pacific ICT analyst firm Technology Indicators has released study results covering records management in local government which allow local councils to self-assess their RM and identify areas where they are leading, or trailing.

The Technology Indicators study highlighted common challenges faced by local councils. About 70% of councils surveyed reported increases in the number of electronic records registered over the past 12 months. In some councils, the volume of electronic records more than doubled.

Local councils also experienced increased public demand for council records, particularly property information, maps, and development applications. Records-related service requests multiplied due to an increased use of online services and email to request or access council records, and population growth.

For many councils, staff productivity improvement is becoming a dominant business driver for the deployment, replacement or upgrade of their electronic records/document management systems. However, concerns over compliance readiness remain: almost 40% of councils find it difficult to comply with legislative requirements for RM.

Across councils of varying sizes and types, top common issues negatively impacting RM practices cited included the lack of buy-in from council staff and poor utilisation of electronic records/document management systems.

One of the challenges closely related to the lack of staff buy-in is inadequate

training in records management. In more than 70% of councils polled, less than 10% of staff were provided with formal records management training in the last 12 months.

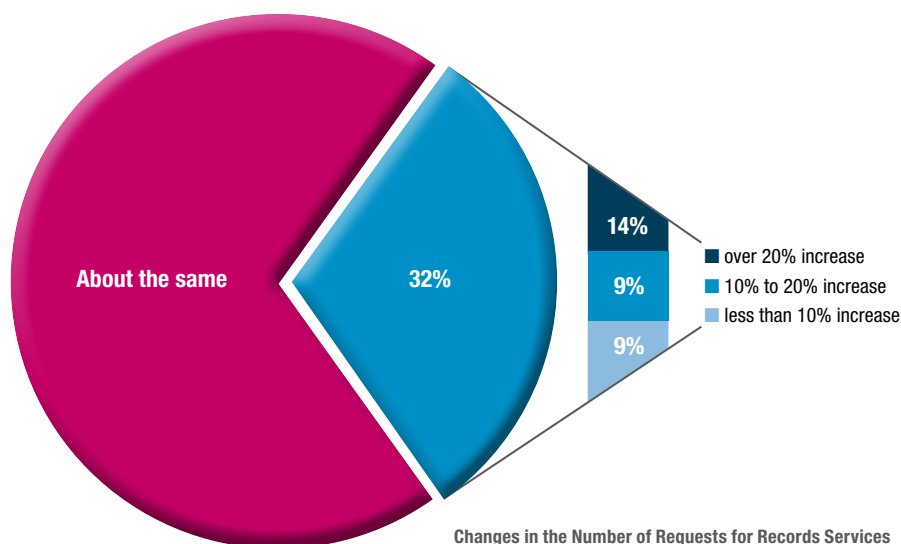
- The study findings can be ordered from: service@tech-indicators.com.au.

UK'S CHIEF ARCHIVIST MOVES ON

LONDON: Britain's Chief Archivist and Keeper of Public Records since 2005, Natalie Ceeney, has moved on to high finance as Chief Executive and Chief Ombudsman at the UK Government's Financial Ombudsman Service (FOS).

A keynote speaker at the RMAA's 2007 International Convention, Ceeney joined The National Archives (TNA) from the British Library and National Health Service, after management training with the global consultancy McKinsey & Co. In the May, 2006 issue of *iQ*, she summed up her working mantra as "the challenge we face in managing change in our business".

Ceeney's time at TNA earned her a 2010 New Year's Honours CBE, plus plaudits and polemics from the profession. 'James' posted on the CILIP (Chartered Institute of Library and Information Professionals) website: "Natalie Ceeney did exactly what she was paid to do, cut costs. Her reward was a CBE. The reward



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for hard work for many employees was redundancy." On the TNA's own website, 'Miriam' commented: "There is a general feeling of relief at Ms Ceeney's departure in the UK genealogical community."

In her valedictory message, Ms Ceeney remarked: "Across the wider archive sector, we've developed a clear strategy which should help take the sector forward. I've got every confidence that The National Archives and Government KIM will continue to go from strength to strength."

INFORMATION COMMISSIONER APPOINTED TO OVERSEE FOI

CANBERRA: Australian law professor and Ombudsman, John McMillan (AO), has been designated the country's first national Information Commissioner, in readiness for a new, independent government agency overseeing freedom of information and privacy matters.

Professor McMillan, a founding member of the FOI Campaign Committee in the 1970s, was a solicitor and consultant to many parliamentary inquiries including the Coombs Royal Commission on Australian Government Administration.



The new agency's two other commissioners will be the existing Privacy Commissioner and a new Freedom of Information Commissioner. The agency's task will include re-shaping federal privacy and freedom of information legislation covering new digital challenges to data security.

Once legislation passes federal parliament, Professor McMillan will head an implementation taskforce.

NT ARCHIVES DIRECTOR MOVES ON AFTER MERGER WITH LIBRARY

DARWIN: Northern Territory Archives Service's longest-service director, Greg Coleman, has left to become Director of Facilities and Events for the territory's Department of Natural

Resources, Environment, the Arts and Sport. The move followed the Northern Territory Government's decision to join the Archives with the NT Library Service.

The departure marked the end of 24 years' service with the NTAS. Mr Coleman told *iQ* "I gave up fettling cylinder heads at the Ford factory in Geelong and enrolled in the archives diploma at the University of NSW."

He worked for the Public Record Office of Victoria in Melbourne, setting up the Ballarat regional repository, before joining the NTAS in 1985, being appointed Director in the early 1990's.

Career highlights included formulating the archives and records elements of the Northern Territory Information Act, 2002, and establishment of an archives facility in Alice Springs. Mr Coleman served as an RMAA national councillor and was Northern Territory Branch President.

Former NTAS Director Baiba Berzins, paid Coleman tribute: "He was a student of mine in the 1979 Diploma of Archives Administration course at the University of NSW. I knew from his practical approach to life that he would make a terrific archivist and administrator and so it has proved to be."

QUEENSLAND STATE ARCHIVES CHAMPIONS RECORDKEEPING AWARENESS PROGRAMME

BRISBANE: Promoting best practice recordkeeping has always been a priority for Queensland State Archives (QSA), but it reports that its new awareness programme is making headway within the public sector.

The *Queensland records – they all count* Recordkeeping Awareness Programme, a key initiative of Queensland State Archives, has played a role in empowering a positive recordkeeping culture within agencies, following the introduction of right to information reforms.

Every day, public sector employees make records, and whether they're headline making or day-to-day, all of the records contribute to Australia's rich corporate and social heritage. Queensland State Archives has captured the attention of public sector employees using creative images and relating them back to their daily job to create, capture and manage records of all business activities.



QSA's dedicated awareness website can be found at www.recordstheyallcount.qld.gov.au

QSA used eye-catching imagery depicting a world record barramundi caught in the Atherton Tablelands, the world's biggest lamington made in Ipswich, and the Brisbane students behind Australia's loudest scream on posters which have become commonplace within the Queensland public sector. The imagery has been exhibited in displays and at forums across the State to promote the importance of recordkeeping within agencies.

QSA's dedicated awareness website, www.recordstheyallcount.qld.gov.au, also steps outside the square. Email postcards can be sent between colleagues with personalised messages, which are a great way to help engage staff in best practice recordkeeping.

Staff can also share their stories online about the positive impacts of recordkeeping and their agencies' experiences via the *Your Story* page, read by colleagues from all agencies.

To complement the recordkeeping awareness programme, QSA has been hosting the *Recordkeeping Seminar Series* across regional Queensland. The training for public sector employees has included emerging trends in recordkeeping, new policies and guidelines, and tips on how to promote a positive recordkeeping culture within their own organisation. Other training has included Records Management Disaster Preparedness and Disaster Recovery, and the Development and Implementation of Retention and Disposal Schedules.

One of the posters used in the *Queensland records – they all count* recordkeeping awareness programme can be seen on page 9 of this issue of *iQ*.

• For further information, contact Queensland State Archives on (07) 3131 7721.

Dave Powell caught a world record Barramundi in Lake Tinaroo, Atherton Tablelands in September 1999



Land's
est
est

World's
largest barra
caught

Hottest
temperature
in Queensland

World's
largest sand
island

Shortest
daylight
recorded

Smallest
baby

Most rain
recorded

Largest
building

Minutes

Maps

Plans

Photographs

Emails

Data

Letters

Department of Employment,
Economic Development and Innovation
employee Emma Bradshaw records the
changes in the growth of seagrass, the
main diet of marine animals like green
turtles, prawns and fish

Queensland records — they all count.

Not all of us make records like Dave Powell but the records we keep, whether it's data showing changes in marine habitat or simple minutes from a meeting, all contribute to accountable government in Queensland.

That's because every day Queenslanders count on us to create, capture and manage public records so we can safeguard and contribute to our State's rich corporate and social heritage.

We all have recordkeeping obligations. Whether headline-making or day-to-day, every Queensland record counts. What will be your recordkeeping legacy?

MCCARTHY EXCHANGES RECORDS FOR CURVES

CANBERRA: After 40 years in the Australian Public Service in records and information management, Kate McCarthy has swapped the office for the gym. CrimTrac's Records Manager is now a women's fitness coach with Curves.

"Ironically, I have never been a fan of the gym. I only joined because I needed to get my strength back after being so ill," Kate said. "Pretty soon, I grew to love it. When I was asked if I would like to work there, I thought 'why not?' I see myself as an enabler."

ENGINEER NEW CEO FOR STANDARDS AUSTRALIA

SYDNEY: Standards Australia has confirmed Colin Blair as Chief Executive Officer, three months after he took on the acting post.

"I will do my utmost to meet the challenges and expectations associated with this role," Mr Blair said on his appointment.

Working at Standards Australia since 1988, he is an engineer with degrees from the University of NSW and an MBA from the University of Rochester, USA. Before joining Standards Australia, Blair had an engineering design practice.

The Chairman of Standards Australia, John Castles, told *iQ*: "Colin Blair has a unique set of skills, experience and personal attributes ideally suited to Standards Australia at this time." Mr Blair replaces Mr John Tucker who stepped down as CEO in December.



Colin Blair

SECURE DIGITAL MEDIA DESTRUCTION LAUNCHED

SYDNEY: Recall have launched a new secure data destruction service for electronic media.

Customers place discs, tapes, hard drives, transparencies and microfiche

in 'Ensurepacs' which are collected by Recall data protection services drivers. Collected media is 'rendered unusable and unrecognisable' at the company's destruction centre, after which a destruction confirmation certificate is sent to the customer.

WHO WILL LOOK AFTER YOUR DIGITAL REMAINS?

PERTH: What happens to your personal digital information in the computer cloud when you die? That's a question raised by Lorraine Bradshaw, Projects Officer for Information Enterprises Australia (IEA).

Writing in IEA's *Information Overload* in March, Bradshaw mused, 'For someone like myself with a writing history that spans decades and most of it residing in the electronic realm, how can I pass on the baton that is/was my life and my business?'

Citing 'Managing your Digital Remains' from wired.com, which tells of three companies picking up on the e-life after death bandwagon, Bradshaw ponders: 'How can we be sure these companies will still be around if and when we do die to do what we paid them to do?'

MASTERCLASS CHALLENGES INFORMATION PROFESSIONALS

SYDNEY: In March, a band of courageous information professionals took on a new challenge, the first RMAA intensive Masterclass for the Advanced Diploma of Recordkeeping, delivered in conjunction with Essett Australia, a registered training organisation (RTO).

Over four days at the Regus at Circular Quay, Chris Fripp steered his class through complex issues covering how to define a recordkeeping framework; preparing a functional analysis for an organisation; determining security and access rules and procedures; and determining records requirements to document a function.

"I found the course really interesting, informative and very applicable to my current working role," said course participant Anne Esposito. "I would thoroughly recommend this course to anyone keen to formalise their working knowledge and take it to a whole new level."

The RMAA is hoping to run one Advanced Diploma Course in each state during 2010, depending on interest.

• To inquire, contact Professional Development and Education Officer, Marian Hoy: marian.hoy@rmaa.com.au.

UK CONSIDERS WEBSITE HARVESTING

LONDON: The British Government is considering legalising processes for archiving websites, if necessary without owners' permission.

The UK's Department of Culture, Media and Sport is studying compulsory preservation of websites for future generations. The move follows lobbying led by the British Library and the national libraries of Scotland and Wales for amendments to Britain's 2003 Legal Deposit Libraries Act, which requires publishers to lodge copies of all printed media. The institutions want the Act adapted to allow them to also collect website pages without breaching copyright laws.

The British Library has been capturing web pages since 2004, with owners' permission, and launched the "Digital Afterlife" archives in February (webarchive.org.uk).

The British Library and the National Library of New Zealand developed the open source Web Curator Tool (<http://webcurator.sourceforge.net/>) in 2006 to 'harvest' websites. (See interview with Steve Knight in the May, 2007 issue of *iQ*.) It is already used by a number of academic and recordkeeping institutions.

British Library Chief Executive, Dame Lynne Brindley has said that at the current rate it will be feasible to collect just 1% of all free UK websites by 2011. She said the UK Web Archive project was necessary to help avoid the creation of a 'digital black hole' in the nation's memory. **iQ**



The "Digital Afterlife" archives can be found at webarchive.org.uk



Protests Force Rethink of NAA Closures, but the Future is Still Uncertain

Special Report

By KYLIE PERCIVAL

The Federal Cabinet Secretary's February re-think on the closure of National Archives of Australia offices in Adelaide, Hobart and Darwin was big news in the records and archives communities, and has served to give a push to records co-location efforts.



Members of the records, archives and historical communities stage a noisy protest outside the Adelaide school where Federal Cabinet was conducting a community cabinet meeting in February, leaving the politicians in no doubt that the NAA closures were widely opposed

In South Australia there is now more energy around the co-location option, although my own impression is that greater impetus is coming from State Records South Australia than from the National Archives of Australia.

The political realities of an angry and justly outraged electorate in an election year led to a political decision to rescind the NAA's closure threat. But the danger remains that 'co-location' will only be closure by another name.

The Adelaide NAA Consultative Forum, the local body representing NAA users and stakeholders, is under pressure to review record holdings to determine which need to be retained locally for access through a co-located service.

It places Forum members like myself, as the Australian Society of Archivists representative, in a most difficult position. Refusal to participate is perceived by some as a failure to engage with the process.

But involvement means that members

will be complicit in further downgrading South Australian Commonwealth archival holdings, an even greater marginalisation of regional needs. The records judged to be of less importance will still be moved out of the state.

Over a number of years, the NAA has consistently downgraded its regional offices at every opportunity. In 2001, Adelaide lost 90% of its South Australian Commonwealth records. The management of the office has been run down to a level where no senior staff

member is left to champion the region. The manager for Adelaide, based in Queensland, also heads the NAA's Brisbane and Darwin offices.

This systematic marginalisation of regional offices has created their present vulnerability. However ostensibly regretful the taking of the closure decisions may have been, in reality NAA management practices have created these outcomes. In short, there is some way to go with all this. It remains a most unpalatable business. **iQ**



About the Author

Adelaide-based Kylie Percival is the University Archivist & Manager of Adelaide University's Archives, Records & Collections, and is also the Australian Society of Archivists South Australia Branch Convenor. She was declared by ASA colleagues to be a "media personality extraordinaire" following her appearance on ABC TV's *7.30 Report* programme 'People power averts closure of National Archives'.

Taking best practice RM into Asia

In our last two issues, we have reported on the establishment of an RMAA chapter in Malaysia. Here, *iQ* talks with the new chapter's live wire chair, **MAHENDRARAJAH SELVARAJA**, about how the need for professional RM in Asia offers exciting opportunities for him, RMAA members, and the Association as a whole.

Penang Island, Malaysia's premier tourist resort, which will host the ASEAN Records Management Conference in July

iQ: Mahendrarajah, what, briefly, is the history of records management in Malaysia?

MS: Records management is at an infant stage in Malaysia. The National Archives of Malaysia have been actively creating awareness with various activities for the government, but the private sector is crying for help.

No formal association has been formed to unite records management practitioners. Records management legislation is present for the financial and medical industries, but due to staffing constraints, its enforcement and the implementation across the country is still a big challenge.

One of the latest historic milestones was the birth of a national standard for Records Management; known as MS2223 in 2009.

iQ: How many people, would you estimate, are working in records management in Malaysia today, in business and government?

MS: Various designations fall under the category of records management, but the job function is frequently not dedicated to records management but is instead on a shared basis. Therefore, currently the number of practitioners specifically working full time in the field of records management is small – below 50 people, which excludes service providers.

iQ: Is there scope for significant increase in those numbers?

MS: There will surely be a significant increase in the employment of records management practitioners in Malaysia. Whilst the government already has record officers, many without formal records management education, businesses are in search of professionals in this field, with formal education and experience.

iQ: What formal records management qualifications are offered in Malaysia, and by whom?

MS: The only formal qualification being offered is a BSc in Information Studies (Hons) Records Management, by Universiti Teknologi Mara (UiTM), under the Faculty of Information Management.

iQ: What difference is the translation of ISO15489, Malaysian Standard M2223, making to recordkeeping practice in the country?

MS: ISO15489 was directly adapted to Malaysian Standard, MS2223 in early 2009. The adoption has resulted in numerous records management education programmes – training sessions, seminars, etc – being held nationwide. There was also talk that the government was intending to implement an electronic records management solution across all ministries. However, at the moment, the government and business are viewing the standard as best practice.

iQ: What single records management issue needs the most urgent attention in Malaysia?

MS: Retrieval is the most pressing issue, as it takes a long time to retrieve documents and information as and when required.

iQ: And after that?

MS: Disposal is taking a toll, as much material is occupying space, and making it even tougher to retrieve information/documents. Whilst there are disposal schedules available, they do not cover anything beyond financial and medical



About our interviewee

Thirty-three-year-old MAHENDRARAJAH SELVARAJA graduated in 2000 with an honours degree in mechanical engineering and started his career as a sales & projects engineer with a

multinational corporation. There, he gained experience in tender, procurement, project management and client management, with involvement in several prestigious Malaysian construction projects.

Three years later he joined a logistics informatics company. As an executive manager he brought a 30% improvement to operational efficiency as one of the KPI's toward taking the company public. This included process improvements, document management, system enhancement and customer service priority. The company was listed on the Kuala Lumpur Stock Exchange (KLSE) in May, 2005.

He subsequently moved up to reviewing business and financial reporting in the group's subsidiary companies. His career turning point was when he negotiated and completed an acquisition into a 20-year RM500 million infrastructure project awarded by the government. In April 2007, Mahendrarajah was appointed to the company's board.

As Project Director, he built and implemented a high speed broadband network infrastructure project. After completing the project in record time he became Technical & Operations Director, managing the 24-hour operations centre, resulting in a superior service level of 99.97% year-on-year.

In mid 2009, Mahendrarajah was promoted to the post of CEO of the e-government services division, overseeing 5 companies with primary activities in the field of application development, broadband infrastructure, and VAS.

Having understood the underlying importance of record management for government, business, and society, he has collaborated with the Record Management Association of Australasia (RMAA) to spearhead the development of the record management industry in Asia through a joint effort with the Record Management Institute, Asia.

Mahendrarajah sits on the boards of several private companies, is chair of the RMAA chapter in Malaysia, and is election council head for the ruling Component Party in Malaysia.

records, and they are not very comprehensive due to the lack of experience in area of records management compared to Australia.

iQ: What will it take to strengthen the broader adoption of records management best practice in Malaysia, and the Asia/Pacific region in general? Should it be government led, through legislation, corporate-led, or association led via the likes of the RMAA, or a combination of these?

MS: It will take a combination of effort from various segments of the government and business. However, we require an

» “AFTER 3 MONTHS RESEARCHING THE INTERNATIONAL RECORDS MANAGEMENT SCENE, RMAA WAS THE MOST ATTRACTIVE UMBRELLA BODY WITH COMMON VALUES AND OBJECTIVES TO WHAT I HAD IN MIND” «

association like the RMAA to unite the records management fraternity under one umbrella.

The Association will create a great synergy amongst the members of the industry, and with the combined effort will lead the development of the records management industry in Malaysia. The Association will therefore be in a good position to advise the government on the dire need for strong records management legislation in Malaysia.

iQ: What is the biggest obstacle to that? And how can it be overcome?

MS: The obstacle up to now has been the lack of an umbrella body with depth and width in developing the records management industry in Malaysia. RMAA fits the role, and the formation of the RMAA Malaysian chapter adds to the local content in ensuring the development is culturally nurtured and is sustainable.

iQ: Why did you decide to join the Australasian records management family?

MS: After 3 months researching the international records management scene, RMAA was the most attractive umbrella body with common values and objectives to what I had in mind.

On top of that, the members of the RMAA have directly contributed to the development of the Australian Standard for Records Management, AS4390 and also convinced the International Standards Organization (ISO) to adopt the AS4390 as ISO 15489. Besides that, RMAA has been very successful in supporting the profession of records and information management since its inception in 1969.

iQ: What reaction has there been in Malaysia, within the industry and in government, to the formation of the new RMAA chapter in the country?

MS: The business community and government have been very encouraging with the presence of RMAA in Malaysia, and they are expecting to now see a lot of continuous action and happenings surrounding the industry here.

iQ: What has the Malaysian chapter done since its formation last September?

MS: The RMAA Malaysian chapter, through events organised by Records Management Institute (RMI), has been promoting the RMAA brand and purpose to over 10,000 organisations across ASEAN countries and the Middle East.

iQ: How many members does the chapter currently have? And what scope do you see for increasing numbers?

MS: Currently, the chapter's 4 professional members have been working closely and have been successful in creating the awareness of proper records management and the need for the industry to be led by a professional association – the RMAA. Our RMAA chapter is now well positioned to take full

advantage in attracting new members and will be recruiting a fulltime staff to administer the office, events, and membership.

iQ: What chapter activities do you have on the drawing board for 2010?

MS: This year will end extraordinarily well, with RMAA's name being covered by media all over ASEAN countries and with the ASEAN Records Management Conference in Malaysia in July. Also, a roadshow has been planned after the conference, covering 4 major cities in Malaysia. This is to ensure the efforts are translated and a professional continuation programme is established.

iQ: Are there ways that existing RMAA branches can help you?

MS: Yes indeed! We would be grateful for, and are looking forward to, fostering a close working relationship with the RMAA's branches. Branch members can share case studies with us on industries that have progressed well with the implementation of records management standards.

Also, we welcome and would be happy to host RMAA members making business trips to Malaysia, toward jointly developing the industry.

iQ: What is the Records Management Institute (RMI)? Do you see further opportunities for the RMAA and RMI to work together?

MS: Records Management Institute (RMI) has been formed as an enterprise that will develop the records management industry, and the RMAA will be injecting professionalism into records management practitioners in this region.

iQ: RMAA Chair, David Pryde, said, in February's iQ, “The future for the RMAA in Asia has only just begun.” Do you see potential for the RMAA to assist the development of records management elsewhere in the Asia/Pacific region?

MS: I would totally agree with the Chair, David Pryde. Indeed, there has already been a lot of interest from other countries in the region, especially Brunei. Also, a lot of work has been done in Singapore, and certain sectors in Indonesia are actively employing records management professionals.

The RMAA will be required to play an active role in those countries by providing services to its members and developing the professionalism to sustain and deliver the records management needs/demands from the industry.

iQ: The ASEAN Records Management Conference is coming up on Malaysia's Penang Island in July. Is the RMAA involved in the conference? Have you personally been involved in organising the conference? Will you, or other RMAA members, be presenting at the conference?

MS: The Conference, whose theme is “ASEAN Records

Management, An Era in New Leadership", will be held on 5-6 July at Hydro Hotel, Penang Island. This event is co-organised by the RMAA and RMI and supported by National Archives of Malaysia. I am not only involved in organising the event but I'm also presenting a paper during the conference. For more information, visit the website: www.rmiasia.org.

iQ: What is the background to the event?

MS: The event is addressing the change in leadership across ASEAN Countries to take full advantage of the records management era 2010–2020. Based on our research calls, the topics presented during the event will be addressing over 80% of the demands, concerns, and issues surrounding government and business.

Our Honorary Minister will officiate at the event, and speakers delivering the topics are the RMAA's National Board members and local subject matter experts from Malaysia and Singapore. The event is divided into 16 breakout sessions, 2 Workshops and 1 Forum.

iQ: Is this Malaysia's first significant records management conference?

MS: Yes, and it's also a first for ASEAN countries.

iQ: What would you like to see coming out of this conference?

MS: Firstly, coverage of the event in both electronic and printed

media that will drive awareness of records management, its impact and importance to government and business.

Secondly, the delegates attending the event will walk away with "know-how" and a "do-it" attitude in taking control of the records and information in their organisation.

Also, market demand for services will be filled with the presence of support service providers such as consulting firms, software developers, training providers, etc.

We hope that the industry will come away understanding the role of the RMAA, RMI and their combined strength and efforts, and that we can build a trusted brand name for RMAA and RMI.

iQ: What future would you like to see for the RMAA's Malaysian chapter?

MS: I would like to see us create a pool of professionals in the records management field and achieve 500 members from all industries and with various backgrounds, in Malaysia

iQ: What future do you foresee for yourself in the records management industry?

MS: To lead the development of the records management industry across all ASEAN countries.

iQ: Thank you, Mahendrarajah, and good luck with everything. It sounds as if you, and the RMAA, have an exciting future in the region. iQ

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The Protecting Haitian Patrimony Initiative

The earthquake which shattered Port au Prince, capital of Haiti, on January 12 also shattered the archives and recordkeeping resources of Haiti. The Digital Library of the Caribbean (dLOC) has developed the Protecting Haitian Patrimony (PHP) Initiative to coordinate international efforts to assist with the preservation of Haitian cultural patrimony while respecting local sovereignty. This article summarises actions to date and discusses plans to assist local institutions protect their collections and ensure that future generations will have access to these resources.

BY BROOKE WOOLDRIDGE

Story Snapshot

- Haiti's library and archives sectors were devastated by the earthquake.
- Florida International University has been at the forefront of international efforts to preserve Haitian cultural patrimony.
- Much remains to be done to help Haiti help itself overcome the disaster.

On January 12 this year, an earthquake devastated the Haitian capital, Port-au-Prince, and outlying areas of Haiti. This catastrophe is without precedent in the history of Haiti. More than 200,000 were killed, over a million were made homeless. Many major public buildings were totally destroyed, 4,000 schools were destroyed or damaged, likewise hundreds of thousands of private homes and the nation's archives and nationally important collections of books, documents and artworks.

In response, many institutions and individuals have expressed an interest in supporting Haitian libraries and archives as they begin the difficult and costly process of rebuilding and working toward the future.

The Digital Library of the Caribbean (dLOC) has been working closely with its partner institutions in Port-au-Prince and is playing a vital role in helping them coordinate their efforts to rebuild and implement a long-term plan of for future sustainability.

The Protecting Haitian Patrimony (PHP) Initiative builds on strong, long term partnerships, with an emphasis on accountability and transparency. The mission of this Initiative is to bring together international contributors to assist Haiti with the preservation of Haitian cultural patrimony while respecting local sovereignty.

THE INITIAL RESPONSE

In February, the Florida International University (FIU) Dean of Libraries, Laura Probst, convened a conference call where library directors from multiple universities in North America and the Caribbean received updates and discussed opportunities for collaboration.

FIU quickly established an online mechanism to collect funds and organise volunteers to provide for the immediate and long term assistance of the partners in Haiti. Brown University has also developed a fundraising initiative and has invited Patrick Tardieu of the Collège Saint Martial Library in Haiti to join the John Carter Brown Library as a visiting scholar. Duke University hosted a two day conference on April 22-23 to discuss Haiti's history and possible ways to assist its libraries. A Libraries Without Borders (BSF) delegation completed a very productive mission to Haiti in early February. Their report is available online at: <http://www.dloc.com/?b=UF00098693&v=00001>.

Many other universities and groups are interested and willing to help, and are waiting for more information and direction before deciding the best course of action.

After receiving encouragement from Haitian historian Thorald Burnham, PhD, at Canada's University of British Columbia, and



Jean Wilfrid Bertrand, head of the National Archives of Haiti, in quake-shattered Port-au-Prince





Article author Brooke Wooldridge with Brother Ernest Evan, FIC Library, Haiti



with the invitation from Francoise Thybulle, Director, National Library of Haiti, the FIU Libraries agreed to send Brooke Wooldridge of dLOC to Haiti to express solidarity with local partners and gather the information needed to determine the next steps for the PHP Initiative.

Brooke travelled with Haitian historian Matthew J. Smith from the University of the West Indies, Mona, Jamaica. Since commercial flights were still not allowed into Port-au-Prince, the two flew to Santo Domingo and continued into Haiti by bus. Within an hour, the effects of the earthquake were visible. Fallen buildings and makeshift camps dotted the landscape. However, it wasn't until the following day when the pair arrived in downtown Port-au-Prince that the scale of the devastation became a reality.

Friday, February 12, one month after the earthquake, Haitians gathered in the main plaza across from the National Palace to pray and remember those lost to the quake. After taking a moment to remember those lost, Brooke and Matthew travelled a few blocks away to see the fallen Tax Office and Bureau of Identification.

Papers waved in the wind under the flattened multi-story buildings. A few blocks away, amazingly, the National Library and the Saint Louis de Gonzague Library were among only a handful of buildings still standing. The sun, the heat, the dust and the destruction created a scene that pictures cannot reproduce.

The buildings are damaged but the collections are safe. Now comes the time to make plans to rebuild these collections and increase our understanding of Haiti. A number of groups including the Ministry of Culture, FOKAL (Fondation Connaissance et Liberté) and Blue Shield are working together to establish the first central storage and processing facility to serve these collections in the short term.

It is also time to look at emergency plans for libraries and archives around the world to learn lessons from the tragedy in Haiti.

THE SITUATION ON THE GROUND

Key government buildings destroyed included those of the Ministry of Foreign Affairs, the Office of Posts, Ministry of the Interior (including the Haitian police force), Direction General of Imports, Ministry of Justice, TELECO, the Bank National of Credit, the Foundation for the Creation of Culture, and the Presidential Palace. For a time, law and order broke down, to be restored once foreign assistance landed in Haiti.

Four key institutions housing important collections were also severely affected by the earthquake. The local leadership in Haiti began working as quickly as possible to develop plans to ensure that as many collections as possible were saved from further damage. The earthquake had both destroyed buildings housing collections and left those collections exposed to the elements, knocking over shelves and dumping valuable historical materials to the floor.

Through the swift work of ICOM (International Council of Museums)/Archives Nationales, the National Library, Bibliothèque haïtienne des Pères du Saint-Esprit (Library at Saint Louis de Gonzague), Bibliothèque haïtienne des Pères du Saint-Esprit (Library at Collège Saint Martial), private collectors and interested citizens, many endangered collections have been saved from exposure to the elements.

This immediate intervention was supported by UNESCO, Libraries without Borders and others who contributed basic supplies like boxes and plastic covers. But it swiftly became apparent that the leaders in Haiti and interested institutions/people elsewhere must waste no time in beginning the task of developing joint projects to preserve and perpetuate these collections for the long term.

Archives Nationales d'Haïti, the National Archives of Haiti, (ANH) houses civil and state records, including births, marriage and death certificates, documentation of social works, civil governance and records of the Office of the President and most government ministries.

ANH has the responsibility to protect both the Historical and Civil Archives and the collections of the thirty downed ministry buildings and the National Palace. In addition, it created a collaborative group inside Haiti, including the National Archives and the International Council of Museums (ICOM), to address the immediate needs in the aftermath of the earthquake and ensure that materials were rescued as quickly as possible. This group needs significant funding for the rescue efforts and sustained support as the rescued materials now enter the preservation phase.

Bibliothèque haïtienne des Pères du Saint-Esprit, the library at the Collège Saint Martial, was founded in 1873 by the Fathers of the Holy Spirit. The library holds resources documenting the history of Haiti, French colonisation, slavery and emancipation, and 20th Century records, as well as newspapers and periodicals.

This library sustained the most severe structural damage of

» “THE URGENT NEEDS FOR THIS FIRST PHASE INCLUDED MONEY FOR ADDITIONAL STAFFING, RECOVERY MATERIALS LIKE ARCHIVAL BOXES, GLOVES, MASKS, BOOTS AND HELMETS” «

the four institutions named here. In February, the collections were successfully evacuated from the third floor library under the direction of the school with help from ICOM/ANH and Libraries without Borders, among others. The school which houses the library suffered significant loss and is still determining the best long term plan for the institution as a whole.

The most vital need here was for a temporary space to clean and process the materials to be secured. A new space will need to be developed to make this collection accessible to the public once again.

Bibliothèque haïtienne des Frères de l’Instruction Chrétienne, the library at Saint Louis de Gonzague, was founded in 1912 by the Christian Brothers. It served as a depository-library for Haitian imprints and holds titles not even available in the National Library. It also has one of the most important collections of Haitian newspapers.

The library at Saint Louis de Gonzague suffered some structural damage to the building and many shelves were knocked over, dumped on the ground and materials were covered in concrete debris. As with Collège Saint Martial, the school has suffered significant loss. The building that houses the Saint Louis de Gonzague collection is damaged but still strong.

Curator, Father Ernest Even, through collaboration with ICOM/ANH and the National Library, was able to box many of the materials that were tossed to the ground, and the shelves are back upright. The building will need repairs and the collections must be cleaned and preserved.

Bibliothèque National d’Haïti, the National Library of Haiti, (BNH) was established in 1939. It serves as a public library providing resources, study space and research support and has a large collection of rare books, manuscripts and newspapers.

BNH suffered minor physical damage to its building, but significant damage to the materials and equipment as shelves dumped their contents and fell to the floor. The staff of the National Library has already boxed the collection and provided assistance to the neighboring Saint Louis private collection. As with the ANH, the National Library has offered the services of its staff to support other patrimonial collections in danger.

Private Collections are also significant repositories of cultural patrimony in Haiti. Any plan to support cultural patrimony must recognise this need and help find creative solutions to support these important collections. ICOM/National Archives, the National Library and UNESCO are all providing support to endangered private collections by initially packing the collections and assisting with temporary storage.

A number of significant private collections will also require external assistance. These collections are sometimes the only sources of valuable records vital to understanding Haitian history. ICOM/National Archives, the National Library and UNESCO will all need additional support to ensure these collections receive the attention they deserve.

RECOVERY PLANS & NEEDS IDENTIFIED BY LOCAL INSTITUTIONS

Even before the earthquake, the needs for each of these institutions were great. The chronic under funding of these institutions makes intervention in the aftermath of the earthquake even more necessary. At the same time, it makes it even more difficult to separate pre- and post-quake needs.

The needs identified by local institutions focus directly on assistance that is required as a result of the effects of the earthquake. However, it is impossible to only address these new needs and not look at the larger preservation and perpetuation of these important protectors of Haitian historical and cultural memory.

The ICOM, the National Archives and National Library have been working diligently, as is the UNESCO field office, to provide services to the private collections as they are identified.

Archives Nationales d’Haïti (National Archives)/**ICOM** is addressing the broad needs of cultural/historical preservation including monuments, fallen government buildings and private historical and cultural collections.

This group immediately identified a number of urgent needs outlined in a report published on January 26, 2010. Its long needs list included archival boxes, document trays, plastic gloves, face masks, tape, laptops and servers, 100 tents, 200 shipping containers, networking cables for three archive buildings, and temporary space to provide services to the public for a recovery period of up to five years.

Bibliothèque National d’Haïti, the Haitian National Library, continues to address the needs of its collection both in Port-au-Prince and the affected municipal libraries while assisting outside collections on its own and in collaboration with ICOM/ANH.

Bibliothèque haïtienne des Frères de l’Instruction Chrétienne (Library at Saint Louis de Gonzague) defined its key needs as clean up and physical repairs to the building, clean up and repair of damaged documents, replacement of shelving and display cases, and assistance for additional staffing to address the needs presented by the earthquake. With the proper support, the librarian is hopeful that the collection will reopen to the public by August, 2010.

Bibliothèque haïtienne des Pères du Saint-Esprit (Library at Collège Saint Martial) has its contents in temporary safekeeping. The library will need funding for the temporary storage and clean up of the materials until a more permanent library can be created.

THE PHP PROJECT: TO PROTECT, PRESERVE, AND PERPETUATE

It is important to think about the recovery in the short, medium and long terms. In keeping with this objective, the PHP initiative encourages a focus on the protection, preservation and perpetuation of these Haitian collections.



Phase 1 – Protect. After the earthquake, the libraries and archives entered into this first phase of the recovery focusing on protecting the vital collections, both public and private, from any further damage as a result of the disaster. In just over a month, a number of groups were well underway working to secure and prevent further damage to the patrimonial collections.

The urgent needs for this first phase included money for additional staffing, recovery materials like boxes, archival boxes, gloves, masks, boots and helmets. In addition, resources for the transportation and temporary storage of the materials were sought.



Phase 2 – Preserve. Once all the collections were safe from the elements, the preservation phase of the recovery began. Due to the need to act quickly, the collections were boxed without proper cleaning in standard cardboard boxes. So, it will be necessary to repair the current facilities or locate an alternative processing facility in Port-au-Prince for the collections to be processed.

The National Archives, the National Library and the library at Saint Louis de Gonzague should not require major repairs. The library at Collège Saint Martial will require more extensive renovation or a new facility, so an interim site for processing would be ideal. In all cases, unavailability of architectural engineers and construction supplies may lead to delays in the physical repairs of the buildings.

In addition to structural damage, much of the furniture, shelving and equipment will need to be replaced in order for the libraries to resume services to the public.

As the physical infrastructure is being repaired, a parallel initiative to clean, repair and restore the collections to pre-earthquake condition or better must also be implemented. In order to process these collections, the preservation department at the National Archives must be supported and a parallel preservation department should be created at the National Library.



Phase 3 – Perpetuate. Local institutions should naturally grow stronger as they respond to the challenges of the protection and preservation phases of the earthquake recovery. However, a special emphasis on reinforcing the local institutions will ensure that these collections become better protected and more accessible for future generations of patrons.

These actions include the development of a joint online catalogue for the three main libraries, the expansion or development of preservation activities, including document restoration and digitisation, general initiatives to support staff development and the strengthening of physical and technical infrastructure for the collections.

PHP INITIATIVE PARTNERS AND SUPPORTERS

The PHP Initiative, designed to support the efforts of Haitian institutions, welcomes additional partners. Already, the following organisations have been working with the PHP Initiative organisers:

- Association of Caribbean University Research and Institutional Libraries
- Blue Shield / International Federation of Library Associations / American Library Association
- International Council on Archives / CARBICA
- Collaborative Initiative for French North American Libraries
- Libraries without Borders
- National Library of the Dominican Republic
- Society of Florida Archivists
- UNESCO
- US Universities – Brown University, Duke University, Florida International University, New York University, Tulane University, University of Central Florida, University of Florida, University of Miami, University of the Virgin Islands
- Université des Antilles et de la Guyane / Manioc
- University of British Columbia, Canada
- University of the West Indies, Mona, Jamaica

The project has also attracted more than 80 individual volunteers who have signed on to support the initiative on the ground in Haiti. **iQ**

How Interested People/Institutions Can Help

If you would like to support the protection of these important libraries, archives and personal collections, sign up online at www.dloc.com.

The PHP Initiative is looking for people to donate money, organise fundraisers, collect and ship requested materials, and travel to Haiti to help if requested by the local partners.

To contact ICOM/Haiti-Archives Naitonales direct, write to Harold Jaspard, president of ICOM-Haiti, or Jean Wilfred Bertrand, general supervisor at the National Archives of Haiti, 22 Angle Rues Borgella et Geffrard, Port-au-Prince, Haiti.

- For more details on the PHP Initiative, go to www.dloc.com.



About the Author

BROOKE WOOLDRIDGE is dLOC Project Coordinator, Florida International University, a public research university located in Miami in the US. The Digital Library of the Caribbean is a cooperative digital library for resources from and about the Caribbean and circum-Caribbean, and provides access to digitised versions of Caribbean cultural, historical and research materials currently held in archives, libraries, and private collections.

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Looking Back, Looking Forward, by Time Capsule

It sounded like a good idea: an experienced records manager volunteering to put together a history book and time capsule for the silver jubilee of her son's school, so that future generations could have something tangible from the school's history. But, sometimes, good ideas are the stuff of nightmares.

BY LYNDA CULLEN

I didn't know what I was taking on when I volunteered to become archivist at my son's school, Richardson Primary, in the ACT, as it began planning its 25th anniversary festivity.

Now I know. Making a history book is fascinating but frustrating. Making 230 celebration cupcakes is fun but fiddly. Making a time capsule is a nightmare.

THAT SPECIAL SOMETHING

Back in 2008, I'd enjoyed organising a reunion at my own old school, St Catherine's, at Waverley, in Sydney. So, I asked Richardson Primary School Principal, Vivien Palmer, if I could do something like that for her school's 2009 Silver Jubilee.

"Something" became a year-long celebration. The history book and a small, permanent archive mostly came from the local Parents and Citizens Association (P&C) records, after mice nesting in the files had been evicted. Cupcakes for each pupil and staff member on the official birthday and the reunion for 105 were extras. Well, somebody had to do it.

The time capsule idea sounded like a breeze, but caused more headaches than the rest put together. Where to start? Answer: ask the RMAA listserv. What to enclose? Ask the school. The school, it turned out, had a 10th anniversary time capsule – where was that? There were four different answers:

- 1 In a cupboard. At the time, burial wasn't feasible.
- 2 In the playground, which was upgraded later, and the capsule was dug up. More contents were added. But then what happened to it?
- 3 Under the school's Indigenous painted "Rock" in the front yard. But, no, that didn't arrive until three years later.
- 4 Under a school boundary hedge, or the staff courtyard. Metal detector searches found nothing.

One mother was particularly upset because her daughter had 'beautiful things' in the capsule and would like them back, please. She had searched vainly for it for the school's 20th anniversary.

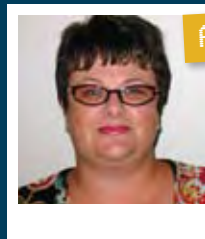
A P&C minute I found mentioned it but gave no detail – neither who was responsible nor its location. It remains a mystery.

WHAT TO PUT IN IT

Senior class pupils had great suggestions for 2009 capsule treasures: "mind maps", letters to themselves aged about 35 (for a Golden Jubilee re-opening), the school year book and ephemera. I hoped that one of the children would organise a 2034 reunion and not forget to invite me!

What's in the capsule? A commemorative drink bottle and wrist bands with 25th anniversary emblem; "Richardson Journey to Success" project details; the school lanyard; that blessed history book; the Year 6 and school pictorial year books; a staff group photograph; an 'enrolling now' card; school book marks; a recent ACT Education Training Department notice requiring, among other things, students to continue to Year 12; excursions notices; the last 2009 school newsletter; a Term 4 canteen menu, and a Student Representative Council pin. Plastic items are separated in case they deteriorate.

The capsule is a 10cm by 30cm stainless steel pipe with locked ends that cannot be opened manually. It won't be buried. It's mounted inside over the school front door. A brass plaque announces its purpose and its opening date. Here's hoping it survives! **iQ**



About the Author

LYNDA CULLEN has just celebrated 20 years with the federal Attorney General's Department, in Canberra, ACT. The last ten of those years have been as a restricted registry information management officer.

She hopes to weather the departments' move to virtual document management in the near future.

Information Access's Greatest Enemy: Disaster. Not 'If', but 'When'

Forget the far-fetched disaster movie scenarios. Real disasters, natural and manmade, threaten the electronic data in your care. Can your organisation guarantee access to its records and information come fire, flood, or storm? Because, come they will. Do you have an effective disaster recovery plan, one that starts with the 3C's?

BY GERRY SILLARS

Disasters fascinate us in films such as "2012", even if we don't want to always think about them in our day-to-day lives. While it is farfetched to worry about Los Angeles sliding into the Pacific Ocean, asteroids hurtling into the earth, or alien attacks, we all know that real disasters, natural and man-made, do happen. Look at recent earthquakes in Haiti and Chile, and closer to home, fire, flood, and cyclones in eastern Australia. As an information industry professional, you need to keep your guard up when it comes to disaster recovery. Ongoing access to the information in your care depends on it.

According to research conducted by the University of Texas, there's a 94 percent mortality rate for businesses that suffer from catastrophic data loss: 43 percent never re-open, and another 51 percent limp along before closing their doors within just a couple of years¹. Tracking by the National Records and Archive Administration in the US indicates that 90% of companies with one week of data center downtime won't survive more than a year.²

The picture doesn't necessarily get better for smaller businesses, according to the National Small Business Poll conducted by the National Federation of Independent Business (NFIB): Man-made causes have affected 10 percent of all small business in the United States, and a full 30 percent of small businesses have been impacted by a natural disaster.³

What stands between you and effective disaster recovery (DR)? Let's start off with some of the challenges and trends facing information industry professionals and organisations today, explore some of the key aspects required for a robust and workable DR plan, and wrap up with common-sense considerations when evaluating which DR approach is right for you.

THE "NOT-SO-AMAZING" CHALLENGE

The primary barriers to effective disaster recovery can generally be grouped into three major categories: budget, skills and bandwidth.

The cost of implementing a DR solution may seem as prohibitive to a small business as it does to a large organisation with a sprawling infrastructure. Creating a "mirror" set-up for DR-specific data can indeed be a costly proposition for many organisations facing budget constraints.

The organisation must evaluate the cost-benefit analysis

Story Snapshot

It's all about 3

- 3 things stand in the way of recovery of data after a disaster
- Use the 3D model for disaster recovery
- Use the 3C approach to determine the method that's right for you

of DR; many dismiss DR as a low-probability occurrence. As mentioned, these organisations are effectively betting their future on the hope that a disaster will never occur.

Skills are another challenge for many, especially for those who rely on a manual, tape-based process to backup their data and ship it offsite for DR. However this approach exposes them to the risk of manual errors, media deterioration, and especially the latency associated with retrieving data back in time to get the business up-and-running.

The more critical your product or service is to users, the faster they'll start looking for alternatives, and someone to blame, if you can't deliver quickly, even after a widespread disaster. After all, they're likely to be operating under the same circumstances and will be pressured to get things back to normal as well.

Bandwidth for DR mirrors is of course, the perennial constraint. How do you suck and push enormous amounts of data through a small pipe? The lack of bandwidth is especially an issue for protecting data at remote sites that may have only a small pipe back to the central data center. This often forces enterprises to rely on a suboptimal approach based on tapes for both DR and backups for remote data.

SETTING THE STAGE

Disaster recovery used to be simple: protect a limited set of your core data by moving it from Point A to Point B. That was it. A two dimensional, point-to-point approach worked for most cases. However, the world is now much more complex, the threats have multiplied and the data recovery requirements have gotten much more stringent.

A basic approach to disaster recovery now needs to take into account a 3D approach. The first dimension is the scope of disaster to protect against. This can range from guarding

against disk-level failure to protecting against storage system-level outages to handling site-level emergencies to recovering from regional outages.

The second dimension is the scope of recovery. Do you need to recover only the data, or do you need to recover the entire environment? In virtual machine environments you may need to protect both the data and the configuration data associated with the underlying virtual machine.

The third dimension is the distribution of data in your environment. As the scope for DR protection expands, a robust DR capability needs to protect data not just in the core data center, but wherever it might reside, including in regional data centres or in remote offices.

This “3D” model helps establish the scope of your DR purview, and two commonly used requirements will help determine the level of investment and capability required: RPO and RTO. RPO (Recovery Point Objective) is the maximum amount of data you can reasonably afford to lose. Put another way, at what rate do you want to capture a view of your data for DR? These could be hourly, daily, or even weekly.

The other yardstick is RTO (Recovery Time Objective), or how quickly do you need to have access to data? For some mission-critical systems such as those associated with settling financial transactions, the requirements could even include RTO (and RPO) objectives measured in mere seconds. For other applications, an RTO of one hour, or one day could work.

THE DR LANDSCAPE

There are a number of approaches to Disaster Recovery and it's important to understand how they compare and contrast in order to pick the one that's right for you.

The first set of approaches is from dedicated replication vendors. Many of these vendors have been acquired by bigger companies looking to expand their portfolios, but this approach is most appropriate for truly mission-critical applications and for large enterprises, but often is too expensive and too complex for broader use.

The next set of alternatives is widely found in the marketplace and uses a hardware-based approach to replication. This approach can range in cost depending on the hardware vendor and class-of-system, but is limited to replication between ...

» “ACCORDING TO RESEARCH, THERE’S A 94 PERCENT MORTALITY RATE FOR BUSINESSES THAT SUFFER FROM CATASTROPHIC DATA LOSS ...” »



hardware from the same vendor. This often results in a doubling of purchase costs as a “mirror” setup is implemented at the DR site.

Finally, there is a third approach, one that embeds the replication and DR capability into a broader data management (versus hardware or storage-management) platform. This approach often represent a less complex method to DR that minimises the need for hardware – or DR-specific skills, hardware and management consoles.

However, if you require very stringent levels of RPO/RTO performance, it's important to ensure that your requirements match the performance guidelines for the data management software under consideration.

CHOOSING THE RIGHT DR APPROACH FOR YOU: THE 3 C'S

How do you decide which approach is right for you? First, no approach is going to fit well if you don't establish the RPO/RTO requirements that work for you. The chart here is an example of sample RPO/RTO requirements by workload.

BUSINESS SYSTEM	BUSINESS SYSTEM FAILURE	SITE DISASTER	REGIONAL DISASTER
Management Email	RTO – 4 hrs RPO – 24 hrs	RTO – 24 hrs RPO – 24 hrs	RTO – 24 hrs RPO – 24 hrs
User Email	RTO – 4 hrs RPO – 24 hrs	RTO – 2 days RPO – 7 days	RTO – 5 days RPO – 7 days
Financial Transaction Database	RTO – 0 RPO – 0	RTO – 1 hr RPO – 0	RTO – 4 hrs RPO – 0
Inventory Database	RTO – 4 hrs RPO – 0	RTO – 2 days RPO – 2 hrs	RTO – 5 days RPO – 2 hrs

I recommend that you use the three “C”s – Capability, Cost and Complexity – to determine which DR approach is right for you.

The first step is to narrow your DR alternatives to those that can meet the Capability required. Nothing else matters if you can't get the data you need, as quickly as you need it to avoid a catastrophic failure in your ability to meet your business and regulatory requirements.

Next, consider the Cost. The costs aren't limited to the amount of storage investment required at the DR location, nor the amount invested in the replication capability. Cost should also include the amount of investment devoted to bandwidth. As mentioned earlier, bandwidth is often a key consideration when implementing DR, so it's important to understand if you can use what you already have, or if you'll need to invest in bigger pipes between your sites/locations.

Finally, measure the Complexity. This is the aspect that is most often overlooked. Solutions that minimise complexity avoid two major pitfalls inherent in DR implementations. First, they minimise the operational costs associated with monitoring and day-to-day management. The higher the complexity, the greater the resulting burden on your staff.

The second pitfall is the sheer risk of failure. Complex solutions can provide a false promise, seemingly having all aspect considered, but they also represent an increased risk of failure if even one piece of the DR process is not optimised.

COST-EFFECTIVE DISASTER RECOVERY

A software-based approach to disaster recovery enables you to blow past the traditional bottlenecks associated with DR: Skills, Budget and Bandwidth.

By embedding DR/replication into a broader data management platform, your organisation's IT staff doesn't need to learn how to set up or manage a whole new technology stack, and also doesn't need to spend time monitoring/integrating DR with the applications and systems that they use most often.

Using a software-based approach, DR becomes a normal extension to the way your organisation typically handle data. Also, in many cases, an end-to-end data management approach retains the application context, reducing the potential risk and delays associated with recovering data using a dedicated or hardware-based approach.

Next, a software-based approach not only addresses key DR requirements, but can also be used to derive more value from your DR data. For instance, it can enable you to create additional copies of the data for application development. Or allow you to index the data at the DR site in anticipation of future eDiscovery requests.

This enables you to leverage the DR investment across a number of different initiatives, increasing overall ROI, and, of course, one of the key advantages is the ability to use off-the-shelf storage where and when needed, reducing your dependency on high-cost storage appliances from a specific vendor.

Finally, a software-based approach should enable you to address the bandwidth challenges associated with DR. This should address not only the backup bandwidth requirements, but also provide the ability to optimise for recovery, and optimise across sites with different RPO/RTO requirements.

Embedded deduplication is one key enabler increasingly available as part of a holistic data management/DR platform. Deduplication enables you to dramatically reduce the bandwidth needed for full backups, as well as shrinking the amount of capacity required at the DR location.

However, when comparing vendors, it's also important to understand how recovery would work. If deduplication shrinks the backup bandwidth load, but doesn't reduce the recovery requirements, you could be left waiting a very long time for site level restores of your data. **iQ**



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About the Author

GERRY SILLARS is Vice President Asia Pacific for Commvault, based in Sydney, NSW. Prior to migrating to Australia in 2005, Scottish-born Gerry ran Commvault's Scottish and Irish operations. Prior to that, he had spent 15 years in IT industry management roles in the UK with companies including Digital Equipment Corporation and Siemens.



From Access Providers to Performance Improvers

Our industry emphasis is clearly shifting from accession to access. Once upon a time getting stuff in was the challenge. Now we let those nice IT people file it for us and instead we buy a tool to rummage around. And perhaps technology offers a powerful new world for RIMs, as Performance Improvers.

BY KENNETH TOMBS

We workers never liked the idea of filling in a form for every document we produced, yet without it those marvellous EDRM search engines were virtually useless. So having just got the users nicely trained to fill in their forms we could witness a return to chaos once more. Hierarchical folders are so wonderful aren't they!

And talking of chaos, we see suppliers re-inventing their wheels almost monthly. In a recent test I did for a sales performance programme, a supplier who shall remain nameless, as they're not bad chaps, had dumped the most detailed outputs from their software for something simpler. And er, it didn't work anymore!

With many suppliers hitting the recessionary wall, they seem chronically driven to reinvent their wheel, when they should be taking stock and fitting in their missing pieces. It's amazing how many text analytics sales people don't understand the possible repertoire of analytics, and how valuable they are. With no single analytical method being the panacea for all our EDRM needs, they have to work in concert according to the application.

Techniques such as Horizon Scanning, Sentiment Analysis and truly self-codifying taxonomies are part and parcel of many products now available. How long before Prosidy as the study of human communication, or the positively ancient Diplomatics, are encapsulated into an ever-wider remit for corporate information storage?

We're moving on from the passive/historic view of documents and compliance at its most fundamental. With this forthcoming range of analytical techniques, the statistics package for electronic documents, the world will change.

For the first time, the very interior and thinking within documents will be on display without having to read a single character. New ways of working will emerge that are practically impossible today.

What chance for burying a dodgy email or two in the thousands traversing an MSeXchange server each day, when we can now get spreadsheets with sentiments expressed and a raft of insights listed that make those emails stand out like sore thumbs. If Reuters can gauge the sentiments of its thousands of daily news-feeds, then why not have anti-fraud monitoring constantly ticking over in the background.

Pornography or skulduggery would come back to haunt the perpetrator when the auditor or governance committee comes to call. Forget flicking through filing cabinets to open a draw or two



at random, we're talking detailed analysis of everything that moves through a business, at the proverbial touch of a button.

BECOMING PERFORMANCE IMPROVERS

What we should be seeking is a shift from a negative/passive view of our world, to something more positive/proactive. Such as the RM team becoming the Performance Improvement function of the business.

With such insights available from documents, RM would change from being something of a Cinderella function, to influencing strategy and tactics.

Drawing upon real knowledge of how the people in a business perceive it and their attitudes expressed, digestible into nuggets of understanding.

It's taken 20 years for RIM technology to truly be on the brink of something special. We've moved relatively slowly from getting technology to do some of the leg work for us, to doing almost all.

Yet, while the costs per document are fractional, there's still quite a large overall price ticket for this. Only when these advanced tools are included in our EDRM, like the plastic toy in a packet of cereal, will we see them come into widespread use.

Then, I would really love to do is take every electronic document from the UK National Archive and see how political sentiment and consensus has changed over time. Does this open up completely new avenues for historians to play with? Arthur C Clarke invented psychohistory for his science fiction; perhaps, advanced text analytics was the engine behind his thinking. **iQ**



About the Author

KENNETH TOMBS lives in France with Christine, two horses, one chicken, a dog, cat, and seasonally three children – now with hangers on. He's been in the EDRM and people sectors since 1978 and promises to get a proper job one day.

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Ways to measure the effectiveness of a records management programme

In the February 2010 issue of *iQ*, UK RIM commentator Steve Bailey asked, “How can you prove that you are now more legally compliant than you were before the improvements you have made?”. In answer, a leading Australian practitioner suggests several existing measures that can be useful, and reports the result of an in-house test of one such existing measure.

BY STEPHEN BEDFORD

Story Snapshot

- Some commentators suggest it's impossible to measure RM's effectiveness
- Performance indicators exist that can be used to measure RM

A significant issue to Steve Bailey – and a fundamental one to me – is how to measure the effectiveness of records management. What sort of Key Performance Indicators (KPI's) can you use?

First, some fundamentals. What does a records management programme exist for? My view is that an RM programme exists to ensure that the organisation creates records of its business, and that those records can be retrieved and used when needed. Obviously, there is more to it than that, but the “main game” is documenting the work of your agency. OK, so, how do we measure that this is happening?

Traditional RM KPI's tend to focus on throughput and transaction volumes. These KPI's are effective at measuring the amount of work that staff with records responsibility do, but the number of files created/documents filed cannot tell you how effectively the work of your organisation is documented.

SOME EXISTING MEASURES

To be fair, some transaction measures, if refined, can give you a feel for what is going on out in the business. If you take the figures for records created, and break them into organisation units, then you can look for units that are creating no or very

» "ANOTHER MEASURE INVOLVES PIGGYBACKING OFF AN EXISTING PROCESS – PERFORMANCE AUDITS" «

few records, and investigate the issue. This is useful, up to a point, for understanding take-up of recordkeeping across the diverse units of your organisation, but does not have the degree of measurability that you really need for a KPI – ie, how can you set a “target” state?

Another measure, particularly in decentralised or electronic environments – where “born digital” records are saved in electronic format – can be in the form of the percentage of staff logged into your RM system.

When measuring this, you need to be certain that the percentage represents actual individuals logging in, not some estimation like “we have 100 staff, and there have been 1000 uses of the database, therefore every user has logged in ten times”.

I understand that the Reserve Bank of Australia has adopted this as a performance indicator, and we have also done so at DSTA (stealing their excellent idea). This measure is based on the assumption that all staff should create records and save them into your RM system.

However, that assumption needs to be challenged. As more and more work is done in business systems – and some business systems develop EDRMS functionality – it is not valid to assume that the fact that records have not been created and captured just because they are not in the EDRMS, they may have been created and captured somewhere else in a business system.

MEASURING THE CREATION OF RECORDS

So, how can you measure that your users are actually creating the records they should?

One method could be an “annual report test”. If the purpose of records management is to provide accountability for actions, some of the highest profile actions would be those mentioned in your organisations annual reports.

This would work by taking significant facts and/or assertions from the annual report, and look for records which prove those events/assertions. This is a real test of effectiveness of recordkeeping in an organisation. It is measurable, you can set targets – 100%, I’d hope – and is repeatable.

However, any recordkeeper who tried to do this in an organisation would need to be secure in their position, for it is quite conceivable that powerful people in their organisation would become upset and defensive.

(No, I have never tried this myself!). Another disadvantage is that this monitoring involves extra work. Well worth it, but still extra work.

PIGGYBACKING OFF PERFORMANCE AUDITS

Another measure involves piggybacking off an existing process – performance audits. Most organisations have, or outsource, an internal audit function that conducts special audits of particular functions in an organisation. These functions can be particular to a specific business unit, such as “Licensing of kite manufacturers”, or performed across an organisation – “credit card purchasing”, for example.

How do auditors perform audits? They look for documentary evidence, in other words, records. This is work that they already do, and can be harvested by records managers.

TESTING THE MEASURE

In order to test the effectiveness of co-opting performance audits, I negotiated a pilot with our internal audit function at the then Department of Commerce. Auditors work to an audit programme, which is, very basically, a series of questions put to the business unit.

I set up a very simple scoring system: 0 points if the business could not produce documentary evidence when answering those questions, 1 point if they could produce a record, and 2 if that record was in an official recordkeeping system. This official recordkeeping system may be an EDRMS, or it may be a business system which has had its recordkeeping functionality accredited by your organisation.

This method is measurable and repeatable, with one proviso. Auditors often, but not always, perform follow-up audits. If they don’t plan to, this means more effort on their behalf, or the non-performance of a follow-up audit, which will deprive you of measures of improvement of the situation.

What were the results of the pilot? Our Audit branch said that it involved no appreciable extra work on their behalf. I received useful information on the uptake of good recordkeeping in the organisation – the figures said “not as good as I hoped, but not as bad as I’d feared”.

Auditors need brief training to help them determine what an official system is. In retrospect, I did not provide them with as much guidance as I should have, and so ended up with some interesting interpretations.

CONCLUSION

I believe that these are good measurements of the effectiveness of recordkeeping in your organisation. I would be interested – as I’m sure many other readers of *iQ* would be – in hearing of other potential measures. **iQ**



About the Author

Stephen Bedford spent 10 years as an archivist at the Archives Authority of NSW, much of that time advising on records management matters. He then decided he probably should become a records manager, to understand what he was advising on.

He has worked at the Reserve Bank of Australia, the NSW Department of Education and Training, the State Library of NSW, and the Australian Broadcasting Authority. He is a member of the Records Management Classification Subcommittee IT21-09 of Standards Australia, and currently works for the Department of Services Technology and Administration, Sydney, NSW.

Next Generation Catalogues

Convergence is one of the dominant trends in the 21st century, and this is shown in the information sector by improvements in catalogues, in particular enhanced searching, more functions and greater user participation.

BY LEITH ROBINSON, ARMA

Story Snapshot

- New technologies are breeding new ways to deliver catalogues to users
- New search abilities in particular are revolutionising catalogue use



Library and information science technology expert Marshall Breeding has described the new catalogues as embracing expansiveness, stating that until recently they were narrow, specialised and print focussed.

Discovery layer interfaces (DLI) are systems that work on top of an existing site specific records, archive or library management system. The different layers are interpretative, interfacing and accessing; they combine the tasks of capturing, storing, managing, preserving and delivering information, by permitting the processes of record entry, searching, circulation, and acquisition.

Furthermore, they support the operation of consortia via the centralised management of shared resources. DLI tools have real time interaction, graphically enriched displays, faceted navigation and advanced (deep) search engines that connect to any data source. They harvest metadata from internal and external sources, and there is often a centralised pre-indexed service.

A SINGLE POINT OF ENTRY

Marshall Breeding explained that, previously, many starting points would be presented in a catalogue – “Try here if you want journal articles, go there if you want images”, (2009). But now with DLI and other improvements in databases there is a single point of entry for all content and services offered by the institution and across other sites too.

This means a user can do broad discovery based on a topic of interest, without the need to guess in advance the format or location of the information. Canada has adopted an allformats database, “Our Ontario”; though changing is a formidable and sizeable task – Libraries and Archives Canada’s merge meant the library catalogue is to be brought together with 140 archival databases (Ayers, 2007).

Digital collaborative projects had gained pace recently – such as portals to search multiple institutions at a time like the AHRR (Australian Historic Records Register) – but this new technology will escalate it.

Examples of commercially produced software are the WorldCat Search API, Aquabrowser, Encore, and Serials Solution 360, and Libraries that use these include Miami Dade Public Library, and the McDermott Library at the University of Texas, Dallas.

ADOPTING NEW TECHNOLOGICAL ADVANCES

As usual, American information professionals – and of all the domains within, libraries more so than archival and record organisations – are the early adopters of technological advances, but Australia is not far behind: *Trove* is an initiative launched by the National Library of Australia in late 2009 which combined 8 online discovery services.

Trove “supplements what search engines provide with reliable information from Australia’s memory institutions, and provides a single point of access to over 45 million items” (Weight, 2010, p.10).

Not only does it give item locations and metadata, but also the full content of some out-of-copyright books is available, as well as articles, digitised pictures, music, sound and video and information about records like letters is online too. “Users are welcome to add comments and tags, correct newspaper text,

About the Author

LEITH ROBINSON, BA
(L&CIM) (Hons), Grad Cert

Loc Stds, Assoc Dip Bus (Admin), Cert Bus, Cert Mus Stud, AALIA (CP), ARMA, has worked in records management in the private sector for thirteen years and is a councillor for the RMAA’s West Australian branch.

She is currently undertaking a Ph D (Information Studies) at Curtin University, Perth, WA, after winning an Australian Postgraduate Award and Curtin Research Scholarship. Her thesis addresses convergence and collecting institutions, professional identity and the information commons.

Leith has published articles since 2004 on her academic and recreational interests.

split or merge works and move a record from one collection view to another, to amend the work and edition groupings” (Ibid.).

THE MASH-UP TREND

This mash-up of data is another recent information sector trend, prompted in part by the new technology of Application Programming Interfaces (API) which interacts with other software to share data like photographs, videos, presentations and user information.

Mash-ups also arose from the growth of social media which resulted in a different type of client, who was eager to create or combine content as well as simply access and consume existing published material. (Gibson, 2008). At present, many archives invite patrons to add context and subject tags to descriptions of items – for example, Archives New Zealand’s Community Archive.

As convergence multiplies, the public is also storing records. For instance the UK’s “Community archives and identities” project examines materials held outside the formal heritage sector but which can benefit from collaboration with professionals.

The theorist Dilenschneider (IMLS press release, 2007) warned the information field must accept, adapt, and accelerate the use of multi-media applications, or simply atrophy. Similarly, at a recent seminar in Perth, Dr Mark Brogan from Edith Cowan University urged the sector to work collaboratively to leverage new technologies.

Brogan predicted the spread of audiences downloading customised content from collections, and provided examples of the creative possibilities enabled by mobile devices such as mash-ups with GIS and heritage data. Dr Brogan highlighted Duke University in America, the Powerhouse Museum and Deakin University as pioneers in providing innovative ways of accessing collections – Deakin has AirPAC a low bandwidth catalogue available by phone.

CONCLUSION

Today’s businesses, public bodies and governments want modernity and best practice, and this must be reflected in their RIM divisions’ plans, budget and service delivery: Changing to a new catalogue is a good start. **IQ**



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A Single Source of the Truth

With the introduction of the Territory Records Act 2002, and as part of the ACT Government's overall strategy to improve service delivery to ACT citizens, the government decided to implement an Integrated Document Management System (IDMS) throughout its agencies. This case study describes the lessons learned when the ACT Planning and Land Authority (ACTPLA) acted as the pilot agency for the implementation.

BY PHIL JORRITSMAN

ACTPLA is the ACT Government statutory agency responsible for planning the future growth of Canberra in consultation with the Canberra community. The organisation performs under various types of legislation, the most important of which is development assessment under the Planning and Development Act 2007, where they advise the ACT Government on land, planning and building policies.

ACTPLA is responsible for processing development applications and receiving building approvals; licensing of trades, including building, electrical and plumbing; shaping the form of Canberra neighbourhoods; managing residential and commercial leases, as well as a range of other planning related specialities.

A PILOT FOR THE ACT GOVERNMENT

Driven by the need to have open, accurate, auditable and stringent processes in the handling of documents and records, the ACT Government established the Territory Records Act 2002. Following this initiative, the ACT Government embarked on the implementation of an IDMS that would be utilised to improve recordkeeping across the whole of government.

ACTPLA was selected as the agency which would pilot the implementation due to the diverse range of documents it regularly handles, such as photos, plans, colour samples and 3D

models. If successful, the solution would be extended to other agencies within the ACT Government.

When ACTPLA was formed, through the amalgamation of Building, Planning and Land, the agency inherited three separate paper-based filing systems, and various network and local drives for the management of electronic documents.

A number of disparate databases were also managed across various areas of the organisation. Some of the databases were unstable or unsupported, and this situation presented a significant risk of data loss to ACTPLA.

ACTPLA has been at the forefront of developing electronic solutions, and, as an organisation, has been good at adopting and adapting technology, knowing that it is able to provide long-term benefits to both staff and clients.

Story Snapshot

- Internal 'Expert Users' aided the uptake by other staff
- Consistency proved essential at all stages
- The implementation has resulted in an increase in information sharing



The new IDMS was intended to consolidate all of ACTPLA's records and document management into a single streamlined system which could be used across the organisation. It was intended to replace the use of network and local drives, as well as disparate legacy databases.

After much consideration, the ACT Government chose Objective for the pilot. Top of the selection criteria was the requirement that this would be a step towards a more efficient approach to document management. The IDMS was required to make the storage and retrieval of documents easier and faster, and to assist in reducing staff workload and improve mandatory searches, such as responding to Freedom of Information (FOI) requests. The pilot was rolled out in 2005.

THE JOURNEY

Ms Ruth Adams, Records Manager with ACTPLA, reports: "Five years on from the initial implementation, we have come a long way and learnt many lessons. One of the biggest lessons learnt was the importance of continued training and support for users."

To encourage uptake during the rollout, the project team conducted an initial training session that explained how the system would operate within the business.

Individual teams then had to go through an exercise of cleaning up existing network drives and streamlining file hierarchies in preparation for the migration to Objective. During this time, the ACTPLA project team were participating in system administration training.

Throughout this process, if a staff member indicated they had a sufficient understanding of the new IDMS, they would be given the role of 'Expert User'. In this role, they could offer other ACTPLA staff assistance and guidance on how to use the IDMS.

Five years since the launch, staff expectations of the system, and the way in which the system is used, have evolved at ACTPLA. As a result of these changes some important lessons have been learned:

Consistency

- Messages conveyed in training must be aligned with the intended purpose of this IDMS as a solution.
- All users must understand the importance and value of recordkeeping practices and privileges, and maintain consistent recordkeeping practices throughout the organisation.

Support and Share

- It is essential to conduct regular training and provide support for users to maintain optimal system performance.
- Where possible, adopt an open environment, to encourage information sharing.

ADDRESSING THE LESSONS

To address the lessons learnt, ACTPLA made the decision to employ a full time officer to manage the new IDMS. That officer provides the training and support for the system to the organisation. They are also responsible for ensuring the system is streamlined for efficient document management and to ensure that the Authority remains compliant with government legislation.

"When deploying any project, it is important to consider what post-implementation support is required to continue the successful maintenance of the system, as this has a significant impact on maintaining a high level of user adoption," says Ruth Adams.

A CENTRALISED AND COLLABORATIVE APPROACH: A SINGLE SOURCE OF THE TRUTH

After the initial implementation of the system, staff recognised the value of having a single source of the truth. The Objective solution has ensured the integrity of all information for ACTPLA, while mitigating the risk of information loss.

It streamlines many processes that are inherent to ACTPLA's operations, such as the handling of ministerial requests. The entire ministerial request process is captured and handled within the IDMS.

When ACTPLA receives a development application, it often receives multiple documents in relation to the application. The IDMS allows the agency to manage all the documents in a single location, and both the Branch Director and Chief Planning Executive have access to the information simultaneously.

In the past, because multiple people need to access documents at the same time, ACTPLA used to have multiple versions of the same documents circulating around the organisation. This led to questioning of the integrity and accuracy of some information. However, the new system's audit and document control capability gives ACTPLA the confidence and knowledge to know it is accessing the most accurate and up-to-date versions available.

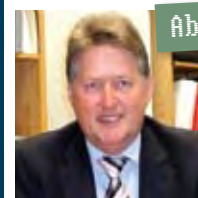
ORGANISATIONAL COLLABORATION: SHARED YET SECURE

ACTPLA has seen an increase in information sharing, as multiple users have the ability to access the same information. The IDMS has facilitated a collaborative and open environment for the organisation whilst restricting access to sensitive information through the use of privileges.

Information sharing within ACTPLA is not limited to ACTPLA alone. The agency's IDMS is linked with other agencies such as ACT's Office of Regulatory Services, made possible the fact that they also use Objective.

If a Crown lease, for example, is issued over a property, ACTPLA would receive an electronic version of the plan. Previously, the Office of Regulatory Services would receive a duplicate copy of the plan. However, the file is now maintained within ACTPLA's system and privileges are granted to the staff of the Office of Regulatory Services. Obviously, this has prevented the duplication of files and reduced storage costs.

Continued on page 52



About the Author

PHIL JORRITSMA is the Manager of Information Services with the ACT Planning and Land Authority (ACTPLA), in Canberra, Australian Capital Territory. Phil's original background was in cartography and publications. Other than three years

managing a technical recruitment agency in Canberra, he has worked in the public sector for 40 years.

Phil is responsible for implementing a number of automated processes in ACTPLA, including electrifying hard copy development applications and publishing plans on the website. This has provided significant savings and means members of the public don't have to visit the Customer Service Centre to inspect plans during office hours. Another key project, implemented in 2009, was the implementation of an electronic DA process, a system known as eDevelopment.

IMPLEMENTING ENTERPRISE INFORMATION MANAGEMENT

PART 1

A research-based approach in two Swedish municipalities

An implementation programme for organisation-wide recordkeeping systems in two Swedish local governments is being informed by a research-based approach in cooperation with Mid Sweden University.

BY KAREN ANDERSON

Story Keywords

- Enterprise information management
- Enterprise architecture
- EDRMS
- Recordkeeping systems

The Sundsvall (pictured above) and Härnösand municipalities will provide the platform for a new research centre's major project for 2009-2011, which brings together experience in researching recordkeeping issues in small and medium enterprises as well as expertise in enterprise information architecture and content management. The last two provide an umbrella for document, records and archives management, Web content management and business process management.

The aim of this enterprise information management strategy is to promote support by decision-makers for a whole of organisation approach to sound records and information management.

The overall aim of the research programme is to develop models and implementation methods that will support standards-

compliant, efficient and long-term digital information management in both public and private organisations.

BACKGROUND: A NEW RESEARCH CENTRE FOR RECORDS AND INFORMATION MANAGEMENT

At the beginning of 2009, the Archives and Information Science Group at Mid Sweden University gained 3-years' funding, to develop a Centre for Digital Information Management (CEDIF).¹ The funding is a research and development grant from the European Union's *Objective 2* regional development programme (Europa, nd), managed cooperatively by Mid Sweden University, the Västernorrland county of Sweden and the municipalities of Sundsvall and Härnösand.

Objective 2 Programme funding aims to support the economic and social conversion of relatively low population areas experiencing structural difficulties. In the case of Västernorrland county in Sweden, these are the result of heavy industries moving away from the area.

More and more people and organisations are turning to the information economy as a source of income and activity. However, over the years the Västernorrland region has developed a number of archival organisations and attracted related industries such

as large document and audiovisual digitisation facilities.

So, the project aims to capitalise on that foundation and to offer leadership and research expertise while further developing professional education in the recordkeeping professions.

THE CEDIF BRIEF

CEDIF's brief is to extend Mid Sweden University's research and education activities in the field of digital recordkeeping and to develop a laboratory for testing and teaching about enterprise content management (ECM) systems; EDRM systems; archival management systems and digital storage systems to benefit research needs, partner organisations and teaching programmes.

Through these activities, the region will benefit from stronger relationships forged among existing knowledge institutions and businesses, while also extending the existing network within the region and beyond to the national and international professional communities.

In short, CEDIF aims to use and grow expertise in the region while developing and sharing knowledge about digital recordkeeping.

As the leader of the Centre, Mid Sweden University will develop a regional and international research centre for effective, long-term digital information management, driven by the business need for better information management.

Standards-based models and methods for managing digital information that can be used in both public and private sector organisations will be investigated and further developed. It is seen as particularly important to encourage the development of businesses and activities based on information and records management expertise.

Project findings may also serve as a basis for future commercial products. Most importantly, it will develop records management as a profession in the process.

Outcomes of the first professional education course developed in Sweden for records managers are described in this paper.

A COLLABORATIVE EFFORT

The CEDIF research group at Mid Sweden University draws together expertise in digital recordkeeping, business process management, information architecture, systems design and informatics.

It is a strong collaboration, enabling a sound approach to investigating and exploring issues in the implementation of enterprise wide approaches to information management in general and recordkeeping in particular.

The research aims are prompted by needs for better information management in businesses of all sizes and by contemporary organisations' movement towards business process oriented information management flows and methods of working.

CEDIF will take a research-based approach to evaluating the acceptance and usefulness of the recordkeeping community's standards when implementing a wider enterprise information management programme.

CEDIF RESEARCH THEMES

The CEDIF research group has identified seven foci that are relevant to its research directions in general (CEDIF, 2009), and various aspects of its current principal project in particular. They are:

Enterprise content management & enterprise architecture

An enterprise architecture is an important mechanism for the improvement of cooperation and collaboration between business and the organisation of information technology.

It "identifies the information systems and the main components

of the organisation, including business processes, staff, technology, information, financial, and other resources, and the way in which these components function together"(Erder & Pureur, 2003).

It provides a process for the continuous alignment of business and IT. That shared frame of reference is often missing in organisations. When an organisation-wide view is taken, the importance of information resources is highlighted and thus the field of archives and information management should also be highlighted.

Business process management

Process representation of an organisation is increasing in importance and may ultimately be the line of action taken by organisations when describing their business, and in all situations involving information systems development.

The importance of processes is also recognised within the field of archives and information science, eg, through the ISO Technical Report ISO/TR 26122 "Information and documentation – Work process analysis for records".

The research will focus on issues affecting archives and records management when organisations change from a traditional, hierarchical structure to a business process-orientation.

Documenting changes in business processes and keeping that documentation updated is in itself a challenge.

Documentation

Records are created as a consequence of work processes, and recordkeeping activities must be performed in such a way that they support the needs of the organisation.

This part of the research will investigate the contextual conditions for recordkeeping activities, in order to outline theoretical and methodological foundations for the other areas of the project.

Records management

Models and tools for using and implementing records management standards will be developed. The project will focus on the municipal government environment, but will also consider the needs of small and medium enterprises (SMEs).

Metadata

A fully digital business environment offers opportunities for developing self-documenting records. The project will investigate the applicability of the achievements of the Australian Recordkeeping Metadata Schema, the InterPARES Metadata Specification Model, and the Clever Metadata Project to Swedish government document and archives management.

The borders between records management and archival management: The archive as a function

This area of research involves defining "an archive" and its relationship to the organisation that created the records that form the archive.

In a digital networked environment, that relationship is no longer likely to be that of a body of physical records kept in a physical place, which may or may not be transferred to secondary storage and finally to "the archives", as was common practice in the paper world.

It goes to the heart of archival theory, considering issues of the relationship of the archive to the creator and the custodian, the contextual description of the creating body and the functions from which the records arise.

The methods by which these contextual relationships can best be represented is a central issue, for example through design of a metadata schema and approaches to archival description.





About the Author

DR KAREN ANDERSON is Professor of Archives and Information Science at Mid Sweden University, Professor II at Oslo University College, Sweden, and Adjunct Professor at Edith Cowan University, Perth, Western Australia.

Creating a trusted digital repository

One of the major problems for organisations is the paucity of reliable methods that are widely known and understood by business to ensure that their digital information will remain accessible over the very long term. Issues surrounding reliable ingest of authentic records will be a focus of the research: receiving information from the business process into the repository.

These seven foci were initially broadly identified over a series of meetings with representatives of the two partner organisations in CEDIF's principal project. They are the Härnösand and Sundsvall municipalities, which will provide the setting for the principal research and development project that will run from 2009-2011.

LOCAL GOVERNMENT PARTNERS

Härnösand and Sundsvall municipalities differ in size, in their strategies and in their approach to changes in records and information management. They are providing opportunities for the research team to investigate the prior planning process for an enterprise information management (EIM) system and for an EDRMS.

A description of the way Swedish local government is constituted, their roles and responsibilities and the enterprises which fall within their ambit is essential to understanding the organisational environment in which the research is taking place.

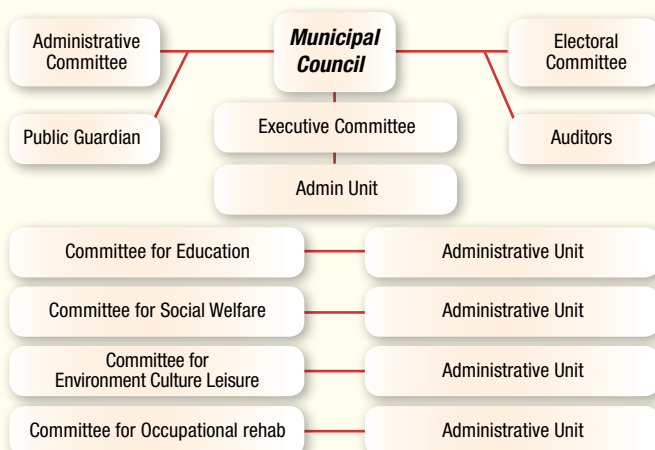


Fig. 1: Implementing EIM – general representation

General representation of Swedish municipal government structure

Swedish local government has a much wider set of responsibilities than Australian local government. In addition to the functions found in Australian municipal government, they are responsible for the provision and management of schools in their area, from pre-school to senior high school level, for local social welfare issues and provision of rehabilitation and retraining programmes for the unemployed and for the disabled.

They directly provide a wider range of cultural facilities and activities than do Australian municipal councils.

Most importantly, they are involved in the commercial provision of utilities and services such as power, heating and water through companies which are 50% owned by the municipality.

Because they are partly publicly owned, these companies must manage their records and archives under the same legislation and meet the same standards and requirements as the municipalities themselves.

Elected councillors play a major role in decision-making concerning all business conducted in Swedish municipalities. The main municipal council consists entirely of elected representatives. The council has its own executive committee and a non-elected administrative unit to assist it.

Figure 1 here is merely a representative structure of a municipality. In reality, each municipality would have more of the committees responsible for various functions and service areas than the few that appear on the left of the figure. Those committees consist of elected councillors who set policy and are responsible for all major strategic decision-making.

The administrative unit associated with each committee implements policies and manages the day-to-day business of the function(s) overseen by the committee. They also oversee the actual provision of services, such as the schools and other facilities and services like libraries, parks and gardens, environmental services including recycling and rubbish collection, and so on.

Sundsvall is a city of 100,000 inhabitants, situated some 400 kilometres from Stockholm. The Sundsvall municipality employs approximately 8,500 people across all of its administrative units, services and utility providers.

Härnösand is a large town or small city of approximately 25,000 inhabitants, some 50 kilometres north of Sundsvall. Both are coastal cities on the east coast of Sweden.

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Six Key Economic Conditions for Digital Sustainability

Six key conditions must be met to ensure the economic sustainability for the 'vital resource' of digital information, says a prestigious group of US and British academics and industrialists in a report, *Sustainable Economics for a Digital Planet: Ensuring Long-Term Access to Digital Information*,¹ published on-line in February. Are they right?

BY ANDREW WARLAND

The group, the Blue Ribbon Task Force on Sustainable Digital Preservation and Access (BRTF), established in 2007 and funded by several august private and public institutions, examines the economically sustainable long-term preservation of digital information; 'an urgent societal problem'. It notes a 2008 International Data Corporation report² that the volume of information now created exceeds all available storage.

The BRTF focused on digital information created within four key areas: scholarly discourse; research data; commercially owned cultural content; and collectively produced web content. It omits public sector agencies' work, as they have 'well articulated mandates for preservation and well defined organisations with clear roles and responsibilities'.

The report confirms the frequently cited mantra that the main business case for preservation is 'use'. The dilemma for preservation decisions is that access and, therefore, use, is impossible without preservation; if there is no demand for access, there will be no preservation. Identifying what to preserve now for future use is the problem.

STAKEHOLDER INTERESTS MUST ALIGN

Identifying what should be preserved requires significant effort and the alignment of stakeholder interests; those who own, will select, preserve, and pay for that preservation, and those who will eventually benefit. Alignment of these interests is more likely to result in effective preservation decisions.

The report acknowledges that predicting future use is a key problem that can be addressed in part by temporary, 'holding' preservation actions. It further makes the point that a key threat to 'persistent access' is the costs involved, particularly where the costs now outweigh the perceived future benefits.

The task force presents digital information as economic commodities that have four essential attributes:

- The demand for them is for access rather than preservation (a *derived* demand);
- They are depreciable, durable assets that can suffer from physical degradation and loss of functionality;
- Access can be ubiquitous ('non rivalrous consumption') which can lead to 'free riding'; and



About the Author

Andrew Warland is a Sydney, NSW-based RM consultant who currently works in local government. He has spent close to 30 years in information management. He will be a keynote speaker at the inForum Convention on the Gold Coast in September, presenting 'The Forgotten RM, what you should know about risk management', with Stephen Macintosh.

- Preservation actions can occur dynamically throughout their lifecycle (and failure can mean total loss of access) and this leads to path dependency.

These attributes can conflict with incentives to preserve on the part of owners, preservers and those who might benefit from access. Weak or misguided incentives are the greatest risk to preservation.

THE BIG SIX PRINCIPALS

The BRTF believes the six key conditions necessary to ensure economic sustainability for digital information are:

- 1 Recognition of the benefits.
- 2 Selection of materials with real long-term value.
- 3 Aligned incentives for preservation.
- 4 Good governance arrangements.
- 5 Effective allocation of resources. And
- 6 Timeliness of actions to ensure digital information is not lost.

Solving the economic challenges of digital preservation is neither easy nor insuperable, the report insists, but a careful balance needs to be established between the perceived future value of digital information, incentives for its preservation, and the roles and responsibilities of key stakeholders. **iq**



¹ *Sustainable Economics for a Digital Planet: Ensuring Long-term Access to Digital Information*, brtf.sdsc.edu/biblio/BRTF_Final_Report.pdf,

² See J. F. Gantz, *The Diverse and Exploding Digital Universe: An Updated Forecast of Worldwide Information Growth through 2001*: International Data Corporation (IDC), 2008.



A VIRTUAL REPRIEVE. But the Challenges Remain

Late in February 2010, the announcement that the National Archives of Australia (NAA) will continue to retain a presence in Darwin, Adelaide and Hobart, after previously announcing the closure of its offices in these three capitals, brought relief for the many who had protested the closures. But how permanent can such a reprieve be? Is the end of on-demand physical access to records by institutional users, with online access the primary option, just a matter of time?

BY JOAN SOHL, ARMA

The Australian Society of Archivists (ASA) stated in their press release of 23 February 2010 that the NAA's change of heart occurred as a result of significant pressure from the public, as well as from archivists, politicians, academics, journalists and historians.

Highlighted were fears of losing touch with Northern Territory history and expected job losses, and concern that community connections in the form of programmes that open society to real social information such as 'Shake Your Family Tree Day' would be lost. For the moment, these fears are put to rest.

However, there remains the fact that the archival profession, and the information industry generally, faces many challenges in the near future, including electronic records, new technology, defining the profession, diversity, cooperation with other information professions, access to records and enhancing the public image of archivists along with the daily challenges of resources, funding and time. (Jimerson, 2004)

WHAT DOES IT MEAN FOR YOU?

Occurring over the last ten years, the information revolution has gained momentum, affecting everyone involved in the information industry. The pressures driving changes are the globalisation of

Story Snapshot

- The future of collection access will be dictated by economics
- Libraries are leading the online access revolution
- The 'electronic only generation' is with us

digital information, constant development in technology, "green" thinking and economics. Have you considered what that means for you?

The ever-increasing globalisation of the economy, science, technology and our very culture is forcing the caretakers of knowledge resources to move from printing type to digital type. The Internet is changing the way that knowledge is obtained, and how library book collections are utilised. (Su & Yang 2006)

Today, technologies exist which support large-quantity long-term digital storage, and fast retrievals and advances in technology continue to evolve from hand-held information devices to chips that support ever growing amounts of processing power.

Recent government archive closure announcements, with the online option touted as a replacement, seem to have caught some off guard. Yet, since the mid 1990's archives in the UK have greatly expanded their online information and services. (Anderson, 2008)

» “A NEW GENERATION IS EMERGING WHOSE METHODS OF HANDLING INFORMATION ARE ELECTRONIC ONLY” «

The changes are not limited to archives or public libraries. Corporate libraries are also at risk. BHP Billiton closed the company's archival holdings in 2007. This comment by Jim McDonald, a contributor on the RMAA's forum, sums up the situation. “We live in an period where assets are counted in dollars and worth ends at the count of the last cent; where shareholder return is the principal measure of success and company value; where there is no little or no assessment in boardrooms of the cultural, social, historical and national importance of the enterprise.” (McDonald, 2009)

THE FUTURE CHALLENGE OF FUNDING

The History Council of Western Australia, concerned with archive closures, wrote to the Prime Minister and Cabinet and received a letter in January 2010 in which it was stated that closures were a response to mid-year economic and fiscal outlooks which expects agencies to reduce spending in 2010 and in future years. (Rush, 2010)

There are many associated costs with providing a physical archive, not the least being building leases and costs of staffing.

The financial pressure is borne out in a statement from Director General of the Archives, Ross Gibbs who states that “... to meet current commitments and move to being a 21st century organisation that can meet future demands, we need to make fundamental changes to the way we operate”. The expected savings from the closures were \$1.4 million a year. (Winkler, 2009)

For most public libraries and archives, public funding constitutes 87% of income received. In 2008, of that 87% only 3% was spent on electronic content. A 2008 report by acroeconomics.com.au predicted a decline by 28% over 3 years in trade income, representing a \$40 to \$60 billion annual reduction in income. (Anthony, 2009)

A Zimmer review in 2008-09 noted that 1.9 million records were accessed online compared to 57,000 records accessed in all NAA offices nationally. There was an online boom in the 1990's, when access to the Internet in libraries increased visitor numbers.

However, job losses in libraries still occurred. For example, in 2000, 15% of Sydney's State Library of New South Wales employees were made redundant. (Zimmer, 2000) Even New Zealand is feeling the effects of technology and budget cuts, in spite of library patronage increasing by 30%. (Huber, 2010).

If the value of libraries and archives is assessed by financial advisors simply by the count of ‘hits’ as opposed to the number of physical visits, the institutions cannot compete with the number of Internet users.

Technology is not the answer to everything, and there is an argument for quality time spent within libraries and archives, involving human activities of sharing and learning, as opposed to numbers of hits, involving often brief information-seeking exercises.

Technology is here, though. As it becomes more affordable for users, will the prevalence of home computers and the extension of broadband services make many face-to-face library services redundant? Are we fully aware of the real motivators behind the decisions we make?

Slow or negative economic growth compels publicly-funded institutions to be very, very clear in articulating the economic value to the community at large. Increasing financial constraints and

the growing array of non-library information services are driving libraries to come together to collaborate in new ways.

Working together to create common efficiencies and improved return on investment for stakeholders will change libraries' and archives' economics. For what is at stake is the adequate funding of the public good. (OCLC Report, 2003)

THE CHANGING LIBRARY EXPERIENCE

There is a push for greater use of technology in education, and a political need to provide access to all types of information. A recent review of Federal ICT recommended that a WoG ICT sustainability plan be introduced to manage the carbon footprint of ICT activities and carry out quick green ICT wins. These included centralising data centres and examining power usage effectiveness. (Gershon, P 2008)

Recognising that the world is clamouring for easy access to research information, libraries have been utilising technology to transform the way they make their collections accessible, putting ever more content on websites. In the United States, consortia are forming and states are coming together to look anew at the feasibility of utilising shared technology infrastructures.

On April 9, 2009, UNESCO, the US Library of Congress and Australian partners launched a World Digital Library designed to present cultural materials from libraries and archives from around the world, providing unrestricted public access free of charge. (APO, 2009.)

Public libraries in Victoria worked together to form the Gulliver consortium, which can offer users access to a collection of databases containing over 21,000 resources, including full-text journals, books, newspapers and pictures. Working together, the libraries have overcome the prohibitive costs of database subscriptions. (Victorian State Library, 2005)

Because UK university libraries are expecting deeper financial cuts to impact on institutions' delivery of overall strategic aims, they are looking to ICT to deliver efficiencies and to provide opportunities for cost savings, sharing of services, developing green ICT and other innovation. (APO, 2009)

The ‘Electronic Only’ Generation

Libraries and archives which are the traditional receivers of government information are becoming digital repositories bowing to the pressures of the information revolution as the records management industry embraces electronic recordkeeping and more deposits are being received in digital forms only.

A new generation is emerging whose methods of handling information are electronic only. With the push to ‘go green’ a political agenda, it will become commonplace to hold some information in digital form only. As archives and libraries change, it is possible that some information will never become hardcopy.

Perhaps a new role will emerge for the archivist – to study the material held and offer interpretation or teaching or presentation of these materials. This may involve clarification of the historic mission differences among museums, libraries and archives, which the digital world has confused. It may result in changing roles for scholars, teachers, curators and librarians. (Millar, 2008)

GOVERNMENT RECORDS MANAGEMENT IS NOT IMMUNE TO CHANGE

The push to gain additional efficiencies and to go green is now a consideration for government agency leaders. There ...



About the Author

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has been a NT branch member of the RMAA for many years, and for a time served as NT Branch President. Joan recently completed a diploma in public sector management.

is a temporary reprieve for records managers in that new technologies demand different support capabilities; we need to identify those skills, and sell the need for them. "You can believe that a change will harm you and resist it or you can believe new technologies and new skills will help you and embrace the change." (Johnson, 2002)

In many countries, the public has demanded to know more of the dealings of their governments, who have responded with information legislation. However, "Freedom of information legislation is only as good as the quality of the records and other information to which it provides access. Such rights are of little use if reliable records are not created in the first place, if they cannot be found when needed or if the arrangements for their eventual destruction or transfer to an archives service are inadequate." (Shepherd, 2008)

In the author's experience, this was true when dealing with paper, and is many times worse when dealing with electronic records, as the user's ability to capture information into recordkeeping systems is made easier – but without correct guidance, not necessarily better.

The effects of these pressures are just beginning to be felt by government records managers. We need to be aware of changes around us. To survive, we need to rethink our method of delivering records management. For example, compliance alone is now an old song. The words are too well known.

It is time to reverse the trend of pushing records management tasks to the end user. It is time to make records management an essential value to an agency. New technologies will support change. Rethink your service delivery and reclaim any core records management practices where you can offer your services which 'support' the programme delivery of your agency.

To survive, a RM unit has to become indispensable. Sell the value of the unit by giving. (Macleod, 2010) RIMs are needed – to give the surge of electronic information order and understanding.

ARE WE READY?

In a world of virtual games, virtual servers and virtual libraries, all information institutions – if they wish to continue to exist in physical form – need to represent value for money. Worldwide, archives have acknowledged the change and are making positive changes in service delivery, and the records management industry also has made changes to meet the future head on.

For now, state branches of the NAA continue to exist, but the financial, political and technological environments have not changed. This is only a reprieve.

As governments focus on realising efficiencies and cost savings, they are looking at shared services, green ICT, outsourcing and cloud computing. Will we be able to be a part of that?



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In 2009, the US Government increased the 2010 Federal budget of the National Archives and Records Administration (NARA) by an additional *non virtual* 10 million dollars. (White, 2009) How much of this will be spent on digitalisation of paper?

Are we members of RIM equipped and ready to face the future, able to overcome our fears and learn how to recognise change as an opportunity, and embrace it? Or, do we insist that

Continued on page 52



Even more questions for Records Professionals

By **GLENN SANDERS, MRMA**

It's been a varied bag on the Internet recently, but the things that caught my eye are all related to electronic documents.

ELECTRONIC RECORDS STATUS

I thought we'd settled this one years ago, but every now and again someone asks what retention rules apply to emails. Even one records authority, whose website I refer to every day, has one document listing email as a records type, which it isn't.

There is nothing special about email – or Facebook, or Twitter, instant messaging, “the cloud”, phone calls or face to face discussions. If something is a record, you need to keep it, and manage it in an appropriate recordkeeping system. It's a cliché I know, but the medium is not the message.

IS AUTOMATIC CLASSIFICATION THE ANSWER?

If there are no special rules by medium, should end users decide what is a record? There have been a few studies – eg, a Gartner paper at <http://tinyurl.com/yhlt878> – suggesting that you can't, because people just won't do it.

One answer could be automatic classification, which has come some way since I wrote about it in *iQ* back in September, 2001. Now there are systems which can look at context as well as content. Given a large enough database, and good user feedback, these systems can learn as they grow, and produce results that are often better and more consistent than the way most of us work now. See a test case at <http://tinyurl.com/yhww46>.

Will it work for retention and disposal purposes? Yes – provided that we simplify our rules and triggers. The more pedantic our rules, the less likely it is that systems can decide retention. If you think I'm heading in the direction of big buckets, jump on or stand aside; we simply have no choice.

AND WHAT'S 'PERMANENT'? A RULE, OR AN ACTION?

The other answer is to keep the lot, forever. Ignoring changes in hardware and software over time, and the sun frying us all in several million years, is this feasible? Data storage is really cheap, so it could be the way to go. But forever?

A discussion of ‘permanent’ got me thinking that, especially in government, permanent doesn't mean forever, it means the transfer of some records to an archives authority. Then it's up to them.

Yet another way in which RM in government is the same as in private enterprise – governments get rid of stuff, privates get rid



» “THE MORE PEDANTIC OUR RULES, THE LESS LIKELY IT IS THAT SYSTEMS CAN DECIDE RETENTION” «

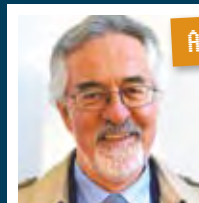
of stuff. For those in government (except archives offices), ‘permanent’ is not a retention rule, it's a disposal action.

ARTIFACTS OR CONTENT?

I've often said the difference between archivists and records managers is that in RM we focus on records for business purposes - compliance is just one of many purposes. End of purpose, end of record.

But maybe it's better to ask if we are primarily concerned with the artifact, or the information content? I'm with the latter. But what do you think? **iQ**

- Get back to me on the RMAA listserv, or at, sandersinfo@gmail.com.



About the Author

GLENN SANDERS, BA, Dip Lib (UNSW), GDDM, MBII (RMIT), MRMA, has been involved in managing information in government and the private sector, for over thirty years.

As a freelance consultant, he introduced computer systems into many organisations.

Long a proponent of decentralised operations, he has also set up two large central records facilities. Recently he has been involved in selecting and implementing electronic document management systems, and managing a large hardcopy cleanup prior to a major office relocation.

Mapping of Recordkeeping Tasks and Competencies to Salaries: WHAT ARE YOU REALLY WORTH?

A joint working group of the RMAA and the Australian Society of Archivists (ASA) formed in Western Australia to develop a guide to appropriate levels of remuneration for various levels of knowledge, expertise and practice in recordkeeping sectors has morphed into a much larger project with a broader agenda and greater potential benefits.

BY MARGARET PEMBER, FRMA

PART 2

Story Snapshot

- The private sector, particularly the resources industry, remunerates RIMs at a much higher level than the public sector.
- Contract positions pay more than permanent positions, and high salaries on offer reflect the difficulty in finding suitably qualified people.
- The challenge for RIMs is to negotiate salaries based on their employability skills.

The original intention was that this project would provide a guide to the skills, competencies and knowledge requirements across the recordkeeping profession, for both archivists and records managers, with an indication of the salaries practitioners could expect at the various levels of experience and expertise.

It was thought that such a guide would be a useful framework for practitioners wishing to develop their careers in recordkeeping. It would also provide both practitioners and employers with a guide to appropriate and fair remuneration.

The initial project morphed into a much larger one which will go on to include a mapping of the skills, competencies and knowledge to the domains identified in the *Statement of Knowledge for Recordkeeping Professionals*.¹ An updated version of the guide to recordkeeping and related courses offered in Australia and New Zealand will also be developed.

The first part of this report, which appeared in the February, 2010 issue of *iQ*, focused on identification of the various skills, competencies and knowledge required at all levels of recordkeeping and the remuneration ranges offered at the various levels, up to Band 3. Here, the report takes up at Band 4.



BREAKDOWN OF TASKS/COMPETENCIES	INDICATION OF SALARY BRIEF DESCRIPTION FROM PDS
<ul style="list-style-type: none"> • Develop and document RIM procedures [all records operational processes performed] at lower levels • Provide input to management to improve processes and procedures • Develop user guides and advice sheets [user friendly guides for non-records staff] • Implementation of approved R&D schedules • Conduct user training of non-records staff in recordkeeping practices/information management • Develop promotional material and activities [eg web based materials, fliers, presentations] • Basic project management – low risk project coordination [small projects covering any of the processes stated in lower levels eg box transfers] • Archival arrangement and description, development of finding aids [according to international best practice and principles] • QA electronic files [classification, titling, security, completeness, etc.] • Responsibility for storage and protection of records (such as space allocation, environmental issues) • Responsibility for small programme/project budget 	<p>\$57,000- \$65,000- \$80,000+</p> <p>Description: manager or specialist with responsibility for management of a service, project, or range of smaller projects, may provide specialist advice to management.</p> <p>Experience: extensive recordkeeping and supervisory experience.</p> <p>Educational qualifications: completion of relevant tertiary qualifications (or demonstrated progress towards) usually required at higher end of salary range.</p>

Table 1: Mapping of Salaries to Recordkeeping Tasks and Competencies Band 4

BAND 4

By **Band 4**, employer expectations focus on the ability of the job applicant to manage a specific recordkeeping programme or range of smaller projects based on the best practice and governance requirements of the particular industry sector. Some previous supervision and management experience is expected, as is the ability to develop and manage all aspects of the operational recordkeeping programme – both current records management and/or archives.

At this level it is also expected that there will be significant input to management about the improvement of the recordkeeping programme. Extensive recordkeeping experience is expected. Higher end salary levels are offered for appropriate qualifications and experience.

BAND 5

At **Band 5**, job applicants are expected to operate at a senior professional level with responsibility for a significant information management programme/service, of which recordkeeping may be just one aspect.

A high level of RIM knowledge, proficiency, and experience is required, as well as management experience as one is expected to manage a range of complex operational, conceptual and policy issues. Tertiary qualifications in an appropriate discipline are usually required, particularly at the top of the salary range.

BREAKDOWN OF TASKS/ COMPETENCIES	INDICATION OF SALARY BRIEF DESCRIPTION FROM PDS
<ul style="list-style-type: none"> System administration, eg ECM/EDRMS system [includes creation of access controls and security groups and quality control of system] Development of system design and specifications [for acquiring new system] Business analysis [appraising organisation's business requirements and building in appropriate recordkeeping practices] Develop and implement forms management programme Develop and implement RIM inventory programme Develop and manage audit programme for necessary RIM compliance Responsibility for evaluation of RIM programme with stated objectives Complex project management – High risk [eg EDRMS implementation, may involve contract negotiation and some financial management] Development and implementation of controlled vocabulary [eg thesaurus, classification scheme, BCS] Development and implementation of R&D schedules [Disposal Authorities] Management of training programmes [Oversight of content, principles, standards] Risk Management [Disaster planning, business continuity] Responsibility for larger programme/project resourcing [HR and budget, etc.] 	<p>\$72,000-\$85,000-\$95,000+</p> <p>Description: senior professional manager or specialist with responsibility for significant organisational information management services/projects/programmes.</p> <p>Experience: should have extensive and relevant recordkeeping/information management experience with high level of proficiency and expertise in dealing with a range of complex and detailed operational, conceptual and policy-related issues.</p> <p>Educational qualifications: completion of relevant tertiary qualifications usually required.</p>

Table 2: Mapping of Salaries to Recordkeeping Tasks and Competencies Band 5

BAND 6

Band 6 applicants operate at a very senior professional level. Responsibilities encompass large information management programmes and/or governance authority responsibility.

The emphasis is on management. This often includes advice to government and the development of guidelines and standards for the recordkeeping sector. Knowledge and experience is expected to be extensive, up-to-date and relevant. Tertiary qualifications in an appropriate discipline are usually required.

BREAKDOWN OF TASKS/ COMPETENCIES	INDICATION OF SALARY BRIEF DESCRIPTION FROM PDS
<ul style="list-style-type: none"> FOI decision-maker/coordinator Responsibility for security policy/model Responsibility for HR tasks (liaison with HR department for recruitment, succession planning, etc.) Project/programme leader/sponsor Responsibility for strategic policy and planning for Corporate Information Management (CIM) Responsibility and overall co-ordination of all RIM policy development and implementation, eg, RK framework, and associated policy documents and plans, preservation, audit, evaluation, etc. Responsibility for contract negotiation and management [includes tenders, EOIs etc] Responsibility for overall resource management (budget and HR) 	<p>\$81,000-\$86,500-\$120,000+</p> <p>Description: top level professional manager or senior specialist – overall responsibility for significant organisational services/projects/programmes or provision of highly specialised advice to very senior management and/or government (at top end of salary range).</p> <p>Experience: extensive experience in management of large recordkeeping/information management services.</p> <p>Educational qualifications: completion of relevant tertiary qualifications usually required.</p>

Table 3: Mapping of Salaries to Recordkeeping Tasks and Competencies Band 6

SALARY RANGE

A large discrepancy in the salaries offered for particular skills, knowledge and expertise is noted across the job advertisements. In all bands, salaries aggregated into three major groupings, so salaries are listed in this way.

Generally, at the lower-end of the salary scales, especially in the lower bands, experience required was minimal and educational qualifications in recordkeeping or a relevant discipline area were not listed as an essential criterion. At the higher-end of the salary scales greater experience and a higher level of relevant education were required.

It was also interesting to note that in the positions analysed, contract positions (usually two to five years) offered higher salaries than permanent positions.

The private sector tended to remunerate at a significantly higher level than the public sector. This was particularly evident in the resources industry. Those with degrees in a relevant discipline but with little or no recordkeeping experience were being offered salaries in the \$75,000-\$80,000 range. Positions requiring relevant experience and qualifications offered \$100,000-\$130,000.

The high salaries offered probably to some extent reflect the



» “... IT IS IMPORTANT TO GET THE BALANCE RIGHT BETWEEN THE DOMAIN-SPECIFIC CORE COMPETENCIES AND THE EMPLOYABILITY SKILLS” «

difficulty in attracting suitable staff.² Recruitment agencies still bemoan the difficulty of attracting staff to recordkeeping positions at all levels. It is not uncommon to see positions re-advertised. Headhunting in the recordkeeping industry is still alive and well.

Some positions at the higher salary levels also noted a requirement for eligibility to the relevant professional associations.

EMPLOYABILITY SKILLS

Although this project focused on the domain-specific core competencies required by recordkeeping practitioners/professionals it is necessary to emphasise that other skills (employability skills or transferable workplace competencies) are also critically important in the workplace and are often prominent in the essential criteria required for a particular position.

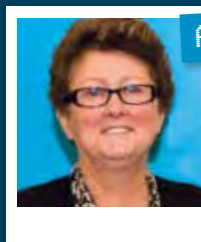
Employability skills are generic in nature and are important at all levels and types of positions from entry level to senior management. The level and type of employability skills or transferable workplace competencies required varies with the level and type of position. These employability skills are defined as the more personal skills, as distinct from the domain-specific skills, necessary to get, keep and do a job well.

Australia's 'Employability Skills' were developed in 2002 by the Business Council of Australia and the Australian Chamber of Commerce and Industry, in consultation with other peak employer bodies.³ Eight specific employability skills are identified in the *Employability Skills for the Future* report which is still available on the DEST website.⁴

The employability skills identified include the skills, attitudes and actions that enable employees to communicate and get along well with others in the workplace and make appropriate decisions when necessary. The employability framework focuses on communication, teamwork, problem solving, initiative and enterprise, planning and organising, self-management, learning, and the use of technology.

The report also emphasises the importance of the personal attributes of employees, that is the values, personality traits, and personal characteristics that employers seek such as honesty, ethical practice and integrity.

The importance of these 'employability' skills is demonstrated in the prominent role they play in job advertisements and position descriptions. Essential criteria for applicants may focus on 'well developed teaming skills', 'well developed communication skills', 'a high level of computer literacy', 'analytical and problem solving skills', and 'change management skills', as well as 'a high level of personal integrity'.



About the Author

DR MARGARET PEMBER, FRMA, has worked in the information environment in the UK and Australia of a number of years. She had been employed by the Western Australian Royal Commission, (WA Inc), has been records and archives manager

for the City of Perth, Western Australia, and has been a lecturer in Information Studies at Perth's Curtin University, where she was awarded her PhD. Dr Pember has also been a guest lecturer in Singapore and Fiji.

About the Committee

The initial committee consisted of Dr Margaret Pember (chair), Dr Roberta Cowan, Jane Larke, Lisa Read White, Alan Ralph, and Pauline Joseph. Megan Whittle has since replaced Lisa Read White.

If you would like to comment on the project, please do, by contacting M Pember at: mpember@netspace.net.au

Thus, it is important to get the balance right between the domain-specific core competencies and the employability skills.

CONCLUSION

This project used a range of public and private sector job advertisements and position descriptions to identify the major knowledge areas and competencies required by recordkeeping practitioners across the spectrum of practice and divide them into levels by difficulty.

As noted, organisations vary enormously in size, type and complexity, so not all will carry out all the tasks associated with these competencies. The number of levels or bands will not be appropriate for smaller organisations, and so bands will be condensed as necessary and recordkeeping staff may be expected to carry out tasks/competencies at a higher level than usually expected at a particular salary.

In other instances, high salaries are being offered with little or no experience required. The challenge for recordkeeping professionals is to negotiate based on skills, experience, track record and qualifications and arrive at a solution that is fair to both employees and employers.

Most professionals will never aspire to the top band, but it may help to know what is expected in the job market as one clammers up the career ladder. Practitioners will always want to know what their skills and experience are worth on the open market.

Are you being remunerated appropriately? Or is it time for a change of employer? iQ



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ENSURING THE GLOVE FITS: NZ Diploma in Records and Information Management (DipRIM) and the recordkeeping profession

A study by New Zealand's Education Ministry among New Zealand RIM professionals designed to inform a draft Tertiary Education Strategy for 2010-2015 indicates strong support for, and interest in, the NZ Diploma in Records and Information Management.

BY SARAH WELLAND AND SANDRA SMITH

It is an interesting time for our recordkeeping profession. There is an increasing demand for and awareness of our services despite the economic downturn. More organisations realise the importance of recordkeeping for reducing risk and ensuring business efficiency and sustainability. At times, records and information professionals seem to be running to keep up with changes and user demand, particularly concerning electronic records.

In busy times, education and training can seem a nice option "when things are quieter". Most professionals agree that education and training are necessary parts of recordkeeping professionals' lives.

Not long ago, there was no formal recordkeeping education available in New Zealand without getting on a plane for Australia. Now, NZ RIM knowledge and research is recognised around the world. This changing perception of our roles within the marketplace may mean more people are planning records and information management as their first career.

Information managers have become a small but key part in the labour market, so are our records and information qualifications still relevant? Do they provide a good business investment?

FOCUSING ON THE BEST RETURN

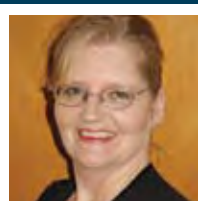
The New Zealand Education Ministry's new draft Tertiary Education Strategy for 2010-2015 focuses on the best return on public investment in the economic climate. Priorities are based around increasing achievement and completion at the tertiary level by young people, Maori and Pasifika people and adult learners. The strategy draft also states: "We expect the entire sector to supply skills that are relevant to the labour market."



About the Authors

SARAH WELLAND lectures part time at The Open Polytechnic of New Zealand, Wellington, New Zealand, in records and archives management and is a records and information management consultant.

SANDRA SMITH is a full time lecturer at The Open Polytechnic, Wellington, New Zealand, teaching courses in information management with a particular interest in electronic document management.



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Tertiary providers need to make better connections with industry and ensure they are aware of the likely demand for skills."

TOP STUDIES GROUP REVIEW STUDY

The Information and Library Studies Group of The Open Polytechnic (TOP) conducted a survey before reviewing the institution's undergraduate Diploma in Records and Information Management (DipRIM). The RMAA accredited DipRIM would be the only undergraduate recordkeeping qualification in New Zealand, a level six diploma – equivalent to a second year university course.

The group ran its survey through electronic mailing and contact lists to determine stakeholder interest. Six questions received answers from 49 staff and managers in central and local government agencies, tertiary institutions, iwi (Māori tribes), not for profit organisations, and other businesses.

Analysis of the results showed some clear trends. To begin with, 98% of respondents were interested in one or more records management courses, indicating that nearly all in the profession are keen to update their skills.

Of the respondents, 59% indicated that they are planning to take a course or courses within the next two years, while 91% of managers wanted staff to take courses within a similar timeframe.

Of those currently studying, 43% planned to continue their current study to complete a DipRIM.

A total of 58% would like an IT stream within the DipRIM, reflecting a growing desire to understand the technology behind EDRM, while 77.5% showed interest in learning more about different aspects of electronic document and records management.

The survey confirmed trends lecturers see in the marketplace: up-to-date education within records and information management required by recordkeeping professionals, particularly in electronic document and records management. This desire appropriately fits the Tertiary Education Strategy's statement that the entire tertiary sector should supply skills that are relevant to the labour market.

THE CURRENT DIPRIM STRUCTURE

The current DipRIM structure consists of two core courses – Principles of Records Management and Electronic Document and Records Management – as well as a choice of four electives from one of four streams: IT, Communication, Business or Law. **iq**

- The complete DipRIM is available at: www.openpolytechnic.ac.nz/programmesandcourses/programmes/op6209.

GETTING STARTED ON STUDYING

Can you afford not to?

It's that time of year again! Time to plan the 2010/2011 training programme and budget for you and/or your team.

BY MARIAN HOY, MRMA

If study is on the horizon for you, this is the time to get serious about it. Everyone's situation is different, but here are some questions to help you explore your options.

QUESTIONS TO ASK YOURSELF

- **When did I last learn new knowledge and skills that took me out of my comfort zone?** You might have done some short courses, but found that they only reinforced what you knew and did not extend you enough.
- **Why might I need a qualification?** You recently missed out on a promotion. You want to keep learning more, or need a new challenge. You want to obtain recognition at work. You want to upgrade to professional membership, get more practical know-how, or understand more theoretical and strategic concepts. Maybe a research degree is possible.
- **Who are you or your team dealing with at work?** Some typical coworkers are listed below. What they have in common is that their professions or roles have vocational or tertiary qualifications, adding to the recognition and credibility of their skills and knowledge. Why should records and information management be any different?

Information professional > Legal/FOI team > Minister's staff > Risk assessor > Finance/auditors > Business analyst > Archival institution > Website manager > IT professionals > Intranet manager > Facilities manager > Exhibition curator > Marketing team > System vendors > Agency media team > Educator > Chief Information Officer > Library

Professions or roles that are based on having formal qualifications

- **How do I want to study?** Face-to-face, but taking your time. Face-to-face, but promptly. Online, or distance-based, at your own pace.
- **How much?** What can you afford? What level of support might your employer give you/your team?
- **What course would best suit me?** Once you have considered these initial questions, it's time to consider what course is for you.

RMAA ENDORSED PROGRAMMES

The RMAA has accredited programmes at multiple levels that could be what you are looking for. They cover vocational or higher education qualifications, face-to-face, intensive, spread out, or online. This website link has a list of accredited providers, along with links to their websites for detailed course information: <http://www.rmaa.com.au/docs/profdev/education.cfm>

Scheduled throughout the year in different locations, the RMAA conducts Masterclasses for vocational qualifications: Certificate IV in Recordkeeping, Diploma of Recordkeeping and Advanced Diploma of Recordkeeping.

The RMAA website calendar of events has more information about masterclasses: <http://members.rmaa.com.au/scripts/cgiip.exe/WService=RMAA/ccms.r?CalendarCmd=Search>



Some programmes allow you to do a qualification component at vocational and higher education, as a start. One planned RMAA continuing professional development (CPD) course will be presented by William Bethwey & Associates. A two-day knowledge management course, it will offer optional assessment tasks, giving a taste of the thinking and writing ability required for post-graduate study.

You can also apply for a RMAA Research Grant for a research project shorter than a full degree. See: <http://www.rmaa.com.au/docs/awards/fed/grant/index.cfm>.

Another way of working out what you want to study and where you want to learn more is to read *iQ*, *IRMA* and other professional journals; many have back copies free online. William Bethwey & Associates (www.williambethwey.com.au), has a library of articles on their website that would help identify areas of interest.

THE ONLY OPTION – DO SOMETHING!

Take the step to meet the next challenge. In records and information management, it is not an option to do nothing about equipping yourself to deal with increasing work complexities.

Talk to colleagues, supervisors and the all-important family. Work out what you can afford and what level of support your employer might give.

Contact me to discuss options, or if you are still considering come September, and will be attending inForum 2010, I will be at the Education and Career Stand and will do my best to help you work through your questions.

Finally, do not underestimate your accumulated experience and knowledge – it will contribute to your ability to study at the next level. Good luck with your planning. **iQ**



About the Author

MARIAN HOY, MRMA, is the RMAA's Professional Development & Education Officer.

- She can be contacted at: marian.hoy@rmaa.com.au

Previewing



Number of Great Reasons to Attend = 7



2010
inForum

5-8 September
Gold Coast, Queensland
Australia

• www.inforum.net.au

InForum 2010, 'Information Continuity: Safeguarding business and community identity', focuses on information continuity for the business and government world, and also for individuals, families, community-based organisations, and indigenous and minority communities.

Multiple perspectives will demonstrate how information, memory and evidence support business and community identity, and that all need to be understood and included in policy, practice and enabling technologies.

Through concurrent sessions consisting of professional papers, roundtables and workshops, participants will explore business, government and community perspectives, and the policies, processes and enabling technologies that support information continuity.



INTERNATIONAL & NATIONAL KEYNOTES NOT TO BE MISSED

Cologne Historical Archives: A story of rescue, courage and community.
Delivered by Dr Bettina Schmidt-

Czaia, Historical Archives of Cologne, Germany.

Right to information in Queensland – Where to from here?

Presented by Julie Kinross, Information Commissioner, Queensland & Janet Prowse, Queensland State Archives.

Digital preservation: If knowledge & research cannot ensure successful services & implementations – what then?

Presented by Prof Mariella Guercio, Urbino University, Italy.

Quantum computing: The industrialisation of records management.

Presented by David Schulz, Objective, Queensland.

Remembering in the Costa Chica: Afro-Mexican communities and nontextual records.

Presented by Dr Kelvin White, University of Oklahoma, USA.

The forgotten RM: What you should know about risk management.

Presented by Stephen MacIntosh, Dubai Municipality, Dubai & Andrew Warland, City of Sydney, New South Wales.

Plus, an Optional Breakfast Keynote

Taking charge of change: How to get that essential buy-in.

Presented by Dr Rod Dilnutt, William Bethwey & Associates, Victoria.





TEN WORKSHOPS AND A SITE VISIT

Delegates are able to attend one each day – subject to availability, as limited numbers apply

- Recordkeeping – What it is all about?
- Developing a digital continuity action plan.
- Getting started on digital recordkeeping systems with open source software.
- Leasing storage: Navigating standards and shifting budgets.
- Practical strategies for managing risk.
- Road to Recovery: Taking the first steps (x2 – practical workshop).
- Writing a convincing business case.
- Adventures in Wonderland: Surviving the promises, pitfalls and practicalities of outsourcing.
- A legal lens on information management.
- Future solutions: Mapped to succeed.
- Site visit to Queensland State Archives' upgraded facility.



CONCURRENT PROGRAMME

Session stream “Safeguarding community identities”

15 presentations including:

- Sustaining corporate memory: Managing risks to public records during outsourcing and privatisation.
- Ways to safeguard your records against disasters.
- Recordkeeping audits: A strategic proposition.
- Swamped in information? Challenging mindsets about what we think we need

Session stream “Continuity of evidence”

10 presentations including:

- Heaven or hell: Designing records management into a Sharepoint information architecture.

- Challenges of converting paper files to electronic documents.
- Postcard from Hong Kong: Drivers for information continuity.

Vendor-based information sessions

5 presentations including:

- Implementing enterprise content management at Sustainability Victoria.
- Can it be done? Case studies on how to reduce costs and control information effectively.



TRADE EXHIBITION

With 50 stands featuring software and equipment vendors, service providers, consultants and educators, the trade exhibition is 100% relevant to the records and information industry and a great opportunity to ask questions, compare products and see products you may not normally get a chance to view in person.



NETWORKING OPPORTUNITIES

Newbies Orientation Session

For first time convention goers, to find out how to get the most out of their convention experience and make new contacts.

Special Interest Group Meetings

Meet with people with common interests – State Government, Local Government, Commonwealth Government, Private Sector, Education, Legal Sector and International.

Meet & Greet Session

Meet the RMAA Board, the CEO and the Chairman of the Board

Plus

Meet new people at breaks, at lunch and at numerous social functions



SOCIAL EVENTS

If you like to fill your down time, there will be plenty to see and do ‘out of hours’ during the convention, including:

- Sightseeing Tour to Currumbin Wildlife Sanctuary.
- Sightseeing Tour of the Gold Coast.
- “Aloha” Welcome Reception.
- “A Night of Stars” Gala Awards Dinner, hosted at MovieWorld.
- Listserv/Forum Drinks
- Branch organised Dinners
- Farewell Drinks

Some of these options are included in a full registration, while others are optional and an additional cost. See the website for more details.



VALUE FOR MONEY

Registration Costs:

Early Bird (closes 31 July 2010)

Member (Individual or Corporate)

\$ 1,210.00 incl GST

Non Member \$1,760.00 incl GST

Standard (1 August to 1 September 2010)

Member (Individual or Corporate)

\$ 1,540.00 incl GST

Non Member \$2,200.00 incl GST

Other prices available for Students, Professional Members and Day Registrations.

Compare these costs to many of the industry conferences and seminars available, especially when you consider that in addition to the multiple stream programme and trade exhibition, your inForum registration includes day catering, a number of networking and social events, and workshops that often involve additional cost when offered by other organisations.

The RMAA has maintained the same registration prices for 4 years, and works very hard behind the scenes to maintain the level of quality the convention has become recognised for, without passing increased costs on.

Share Registration and Instalment Options

The RMAA even has flexible registration options to make attendance easier.

For example, purchase one registration and share it among several people from the same organisation.

And, individual members can pay by monthly instalments instead of a lump sum. (Payment must be completed by 31st August 2010.)

Registrations close on 1st September 2010. [iQ](#)

Keynote Speakers in Profile

Dr Bettina Schmidt-Czaia Historical Archives of Cologne, Germany.



- Opening keynote speaker, Monday, September 6, 9.30 – 10.10 am

Cologne Historical Archives: A story of rescue, courage and community.

On 3rd March, 2009 at 1:58 p.m. the Historical Archives of the City of Cologne and two neighbouring buildings on Severinstraße collapsed. In the course of this tragedy, two people were buried under the rubble and died.

The treasures of the Historical Archives – more than 30 kilometres of archive material from the last 11 centuries, the value of which is almost immeasurable – were damaged and, in part, destroyed beyond any restoration.

Thanks to the swift help and the dedicated work of many, more than 85% of the items have been salvaged from the rubble. Yet, all of this material will have to undergo intensive conservatory treatment before being usable again.

Work on reconstruction, and re-establishing the contexts for each item, has begun, and the first steps have been taken towards a restoration of the entire collection. Since September 10, 2009, it also has become clear that a new building for the Historical Archives will be built on Eifelwall during the next five years.

Dr Bettina Schmidt-Czaia started a career in public records in the 1990s in Germany following studies in medieval and modern history, as an archives trainee in the Public Records Office of Lower Saxony in Osnabruck, and at the Institute for Archives Science in Marburg. Her training involved various aspects of archives administration, such as reference, access and provenance.

She served on the Council of Archives in Public Records of Lower Saxony Osnabruck, and in 2000 was appointed its Deputy Head. She worked with city and municipal records in areas such as reference, classification legislation, and information retrieval and has been actively involved in the archival and historical communities of practice in Germany.

For 20 years, Dr Bettina Schmidt-Czaia has had a strong commitment to municipal archives administration and the

promotion of study of history in Germany, taking on many leadership roles. She was a member of the Historic Commission of Lower Saxony and Bremen, and chair of the Association for History and Regional studies of Osnabruck, and of the Braunschweigi Studies Association.

In 2003, she was appointed to the head of the City Archives in Braunschweig. In May 2007, she joined the Executive Committee of the Society for Rhenish studies.

From 2005, Dr Schmidt-Czaia was appointed a representative to the National Archives of Lower Saxony Committee, relating to archival services. In 2005, too she commenced a senior executive position in the Historical Archives of the City of Cologne and in 2006 was appointed to the position of Director.

She is also Deputy Chairman of the city archives group for the German Federation of Towns, North-Rhine/Westphalia.

Dr Rod Dilnutt William Bethwey & Associates, Victoria.



- Keynote Speaker, Wednesday, September 8, 7.30 – 8.55 am.

Taking charge of change: How to get that essential buy-in.

You know the situation. You have kept abreast of regulatory requirements, new standards and solutions and know what advice you need to give to support changes your organisation must make. Often this advice is given low priority and negligible resources to address the issue.

You must also have the ability to clearly assess the impact of change and present stakeholders with the 'case for action' and to engage business support. You have to become a change agent yourself in order to contribute to change in your organisation, in whatever form it takes.

Come and listen to Rod Dilnutt motivate you to take charge of change management; to show how to assess the impact of change and how to develop a change management approach.

As well as being a great speaker with over 25 years experience in the field, Rod will help you build your confidence, knowledge and motivation to achieve that buy-in of key stakeholders who will be critical to ensuring successful outcomes. To help you on your way, Rod will also

conduct a Quick Quiz assessment of the impact of change which you can use in your own organisation.

Professor Mariella Guercio Urbino University, Italy.



- Keynote speaker, Tuesday, September 7, 9.00 – 9.40 am.

Digital preservation: If knowledge and research cannot ensure successful services and implementations – what then?

This presentation provides an overview of the state of the art of digital preservation, based on the results of research and on best practice.

It will include an analysis of the main reasons for the accumulated delay in the last decade in implementing easy, economical and convincing solutions for preserving digital records. In spite of international investigation, there is still a lack of effective, quality options for medium, small and individual entities.

The presentation will explore the potential role of an integrated conceptual framework based on outputs of research projects such as InterPARES, DELOS, PLANET, CASPAR, INSPECT, but also – where possible – built on the main and most known practical implementations of digital preservation in the records management and archival sectors.

Direct experience of records creators and preservers working in the field will be collected and evaluated with reference to the still existing gap between the records theories, their substantial success in the development phase but lack of practical and coherent environments.

The influence of national juridical systems and of international standards and recommendations will be considered, with specific reference to their capacity to support the development of quality services. The traditional fragmentation and separation of skills and the lack of cooperation among disciplines engaged with digital preservation are evaluated to measure strength and weakness of the present state of play.

Professor Guercio has been the Chair of the Master of Records Management and Archival Science Programme since 2001, ...

and is also Vice President Technology, and Provost, at the University of Urbino, Italy.

Mariella Guercio has been an active member and leader of many projects relating to digital preservation. In 2000, as part of an Italian Parliamentary Committee on public records, she secured mandatory records management and archives requirements in all levels of government.

She developed graduate and master's level programmes in electronic records management and preservation, which have been adopted in the European Commission.

She has been part of an international working group on Inter-PARES Project for the preservation of electronic records as the Italian Group leader, the ICA Committee on electronic records and on several European projects such as the European project ERPANET, a network for digital preservation (as Co-Director) and the organisation for Cultural, Artistic and Scientific knowledge for Preservation, Access and Retrieval (CASPAR).

She is the research director of the Italian partnership within the NARA-NPACI-Supercomputer Center project for the preservation of archival persistent objects. Since 2002, she has been the Director of the journal *Archivi & Computer*.

Professor Guercio has had over 15 years experience teaching records and archival management through continuing

professional development courses and university level programmes.

In addition, she has developed and implemented recordkeeping systems in all levels of government and for the private sector.

In 2009, the Emmett Leahy Award Committee selected Mariella Guercio as the 39th recipient of their award because of the impact her work has had on the management and preservation of electronic records – 'Guercio has had a major impact on records and information management in Italy, Europe, and around the world'. (Extracted from www.emmettleahyaward.org).

David Schulz
Objective
Corporation,
Queensland.



- Keynote speaker,
Tuesday,
September 7, 9.40 – 10.10 am.

Quantum computing: The industrialisation of records management?

The fundamental trend in records management over recent decades has been persistently increasing volumes of information. This trend is driven by increasing computing power and disc storage made

possible by applying quantum physics. Quantum computers have the capacity to up the ante even further.

Traditionally, the means of storage (paper) and the means of producing information (handwriting) were expensive. Information was scarce and valuable. The methods to manage information reflected this. Classical computing has made the cost of creating and storing information almost free.

To date we have simply scaled and automated our traditional frameworks to cope with the greater volume. Do we have the capacity to continue to scale the current frameworks to match the rate of growth in information we might see with quantum computing? Or does records management need to be industrialised? This session takes a light-hearted look at developments and potential future outcomes.

David Schulz is the Industry Solution Manager at Objective Corporation, a wannabe physicist, and a keen mountain biker. At Objective, he is responsible for listening to the needs of local government, focusing the solutions Objective offer on these needs and communicating this capability back to local government. He is an extremely knowledgeable and engaging speaker who challenges participants to think beyond their square. **iQ**



Enjoy your off-duty convention time
exploring all that the Gold Coast has to offer

For more information on inForum 2010 or to register please see the website: www.inforum.net.au



CALL FOR ENTRIES IN THE J EDDIS LINTON AWARDS

The J Eddis Linton Awards for excellence in records and information management (RIM) in Australia and New Zealand, the RMAA's pinnacle awards, are presented annually in three categories.

1 OUTSTANDING INDIVIDUAL CONTRIBUTION

Aimed at those RMAA members who have achieved excellence in RIM and contributed highly to the profession.

Can be self nominated or nominated by an independent person or group.

If you feel you have – or know an RMAA member who has – contributed significantly in the workplace or to the profession as a whole, you are urged to send in a nomination.

The nominator is required to provide a summary in no more than 1000 words of why they are nominating. They may be required to meet with the awards judging panel, and may be asked to provide documentary evidence.

2 OUTSTANDING GROUP CONTRIBUTION

Aimed at RMAA members who as a group have achieved RIM excellence and contributed highly to the profession, open to groups, committees (other than RMAA Committees), vendors, business units or consultants (whose work has not been performed for personal gain).

This award can be self-nominated or nominated by another party.

3 OUTSTANDING GROUP STUDENT OF THE YEAR

Awarded to a student who has achieved excellence in educational studies in records and information management. Open to fulltime and part-time students who have completed a dedicated records and information management course in the previous 12 months (July to June). iQ



For more information about the J Eddis Linton Awards and an application form, for all categories, see the RMAA website: <http://www.rmaa.com.au/docs/awards/fed/linton/index.cfm>

WIN! a Canon Digital Camera in the Objective RMAA Article of the Year Award

If you're an RMAA member, or your organisation has corporate membership, and you have an article published in a RMAA publication, you automatically become eligible for the Objective RMAA Article of the Year Award.

All articles by RMAA members which appear in either *iQ* or the yearly RMAA online publication the *Information & Records Management Annual (iRMA)* automatically become eligible for the award. No entry forms required.

The winning article will be one which makes a contribution to the understanding or discussion of its subject matter and will be pertinent to the records and information management industry. Contents can be technical, academic or light, as long as the work is original, written in an involving, readable style, and shows the author's thorough grasp of the subject.

The judging panel is the Editor of *iQ*, an Objective Corporation representative, and a member of the RMAA National Board.

In addition, every published article wins RMAA members CPD points, and, as *iQ* is formally recognised as a peer reviewed journal, authors engaged in tertiary studies can claim maximum points for published peer reviewed material.

The award also brings the winner a \$499 (RRP) Canon IXUS 110 IS digital camera – 12.1 megapixel, 4x optical zoom, wide-angle lens, and 2.8 inch LCD screen – courtesy of Objective. This year's award will be presented at the Gala Awards Dinner at the inForum Convention on the Gold Coast in September.

- To discuss an idea for an article, and open the door to the Objective award, email editor.iq@rmaa.com.au.





ENTRIES SOUGHT FOR JIM SHEPHERD AWARD

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

Previous winners include Tower Software, Objective Corporation and Recall.

A nominee must demonstrate:

- A minimum of five (5) years continuous sponsorship of the RMAA at both Branch and National level (sponsorship can be financial or 'in kind').
- Active involvement in advancing the records management industry.
- Their product or service must be specific to the records/information management industry.
- Must be a Corporate Member of the RMAA
- Applications covering these criteria and demonstrating the company's suitability must be submitted by either an

individual RMAA member (who does not work for the company) or by a Branch Council, Chapter or SIG of the RMAA.

- Self nominations will be accepted, but must be endorsed by a professional RMAA member who does not work for the company.
- The nominator is required to provide details of the nominee, incorporating the award criteria, in no less than 1,000 words. **iQ**

*** For more information,** see the RMAA website: <http://www.rmaa.com.au/docs/awards/fed/shepherd/index.cfm>



Why have I received a survey with my copy of iQ?

Independent IT industry analyst firm, Hydrasight, has been commissioned by EMC to conduct and analyse our annual short survey on Information Governance. The survey you have received with your journal serves to provide valuable industry research into Information Governance within organisations just like yours.

As a result of an increased focus on corporate governance over the past decade, information governance has now achieved a much greater level of interest and attention, both in the media and within enterprise IT and government agencies. Visibility of information governance-related issues have become key concerns for IT and business executives alike and we would greatly appreciate you taking the time to complete the survey, which will allow us to better understand particular strengths and pinpoints in current Information Governance processes.

By including your corporate email address at the end of the survey, respondents will be entitled to receive a free copy of the full survey findings including Hydrasight's independent insight and analysis.

So don't delay... please fill out the survey and return it via email or post. Address details can be found on the survey. Alternatively the survey is available online at: www.hydrasight.com/rmaa2010

About EMC

EMC delivers an integrated approach to information governance through the effective use of archiving, enhanced by policy-based retention and disposition, as well as the establishment of eDiscovery as a repeatable business process. EMC Information Governance solutions deliver contextual relevance for requirements, policies, processes, controls, inventories, measurements, classifications, and metrics. To gain a deeper understanding of how to better manage risks and demonstrate compliance, please call EMC Australia on 1800 653 565 or EMC New Zealand on 0800 999 362 or visit www.anz.emc.com



About Hydrasight

Hydrasight serves the strategic information needs of private enterprises, government departments, and technology vendors in the Asia Pacific region coaching and advising organisations to make better decisions faster. Hydrasight provides independent, objective, futuristic and pragmatic advice to navigate real-world business and technology needs. www.hydrasight.com



Snapshot:

The people who help make us tick:

Maree Cooper

Membership & Customer Services Manager

Maree was born and bred in Victoria and has lived there all her life. Educated at Heidelberg and Broadmeadows, she started working in a nursing home while waiting to commence formal training as a nurse at the Austin Hospital. She went on to work mainly with cancer patients and those with spinal injuries, and after some time decided on a career change.

Working in administration with mostly not-for-profit organisations, she was most recently employed by a law association in a role similar to her current position with the RMAA, which she commenced in October, 2008. Maree also worked in development with a university college, gaining extensive experience in fundraising, organising dinners, concerts, and a variety of other events.

TRUE CONFESSIONS

iQ asked Maree some personal questions:

A little known fact about you?

I'm obsessed with collecting signed celebrity chef cookbooks.

Marital status/children/pets?

I've been married to David for four years. Both of us have been married previously. I have one son who is all grown up and has a son of his own, and David has three sons. We have a gorgeous cat called Missy.

Word that best describes you?

Determined.

The thing you like best about your job?

Most days I like everything about my job, but I guess what I like best is being respected and getting support for the things I want to achieve.

The thing you least like about your job?

Never having enough hours in the day to do everything I would like to do – the thoughts and ideas are

there, but sometimes finding time to implement them is difficult.

The most important lesson you've learned?

To never back down on what I believe, either personally or professionally.

Your motto for life?

"Get over it!" Never let anything drag you down. Life goes on and we all need to move on.

The award/honor you're most proud of?

No awards or honors yet. Happy to receive any that are offered though!

The book that has influenced you most?

I like two types of books – biographies and cookbooks. My cookbooks have been the books that have had the greatest influence. They keep me in the kitchen every spare moment I have.

Your favourite movie/s?

My all-time favourite movie would be Rebel Without a Cause with James Dean. I also really like thrillers, or anything that has a lot of action. I am definitely not into sci fi, but, unfortunately, my husband is...

Your favourite singing artist/s?

I like all types of music. Some of my favourite artists are John Lennon, Michael Jackson, Bryan Adams, Celine Dion and Keith Urban.

Your favourite restaurant, or favourite dining experience?

Anything Italian or Asian. The Isthmus of Kra in South Melbourne has the best Thai food I have ever tasted.

Your favourite holiday spot?

Chocolate Gannets at Apollo Bay.

Your favourite way to spend free time?

Cooking, watching movies, going to the theatre. And, being a Melbourne girl, there is nothing I love more than Aussie rules footy!



Maree Cooper
RMAA Membership & Customer Services Manager

The vehicle you drive?

I am one of a rare breed who has never had, and has never wanted, a driver's licence, so I most definitely don't drive. If I had a car, it would have to be one that I was driven around in, and be bright and shiny!

Which AFL team do you follow?

I'm a Richmond supporter.

The luckiest moment in your life?

That would have to be starting work with the RMAA!

Your business philosophy?

Always take responsibility and do the best you can. Achieve every day.

Your personal measurement of success?

Believing at the end of each day that I have done the best I can to live my life to the fullest.

The thing that has impressed you most about the RMAA?

The attitude of the people I work with, both RMAA officers and members. Everyone is really willing and involved – it's what makes the RMAA what it is and I am loving being a part of it.

How would you like to be remembered by family, friends & colleagues?

As someone who always did the best she could, someone who looked after the people in her life, and was never too busy to help when needed.

Your secret dream or ambition?

To one day retire to a nice little semi rural cottage in country Victoria. **iQ**

RMAA Directory

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Continued from page 31

A Single Source of the Truth...

As both organisations share information for land titles which are maintained by the Office of Regulatory Services, ACTPLA staff are able to access this information through the system as they have been granted Read access.

FUTURE FOUNDATIONS

By having all its information in this IDMS, ACTPLA is compliant with the Territory Records Act. It also provides the agency with an electronic foundation to support future electronic business systems.

Going forward, ACTPLA wants to build upon the electronic foundation it has established by upgrading to the latest version of Objective which facilitates collaboration and document management with SharePoint.

This interface is used for ACTPLA's newly released eDevelopment system, which allows development applications to be lodged online.

This can only make our single source of truth all the more valuable to the organisation. **iQ**

Continued from page 34

Implementing Enterprise Information Management...

RESEARCHING THE IMPLEMENTATION OF ENTERPRISE-WIDE INFORMATION MANAGEMENT

Enterprise information architecture and content management provide an umbrella for document, records and archives management, Web content management and business process management.

The aim of this enterprise information management strategy is to promote support by decision-makers for a whole of organisation approach to sound records and information management that is seamlessly integrated into all systems and work processes.

An important outcome of the project

will be a set of guidelines for records managers and archivists, identifying factors crucial to success when implementing records management systems.

The research will explore changing roles as the boundaries between the functions of records management and the archive blur. In this process it is important that the professional profile of records managers and archivists is recognised as being crucial to the success of the organisation's information management (CEDIF, 2009).

• **In Part 2** In the second and final part of this article, to appear in the August, 2010 issue of *iQ*, the research study and its results will be discussed. **iQ**

Continued from page 38

A Virtual Reprieve. But the Challenges Remain...

we cannot and will not try anything new, and keep demanding things remain the same? Will we grab the opportunities afforded by the information revolution, or will we cling on to worthwhile but outdated information delivery methods? (Johnson, 2002)

As the virtual RIM world continues to expand, the physical RIM world will continue to contract. For the moment, we in Australia have a real world reprieve. We should use it, while it lasts, as an opportunity to consider the virtual world possibilities. **iQ**

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