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RIM PROFESSIONALS AUSTRALASIA WEBSITE
http://www.rimpa.com.au

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Thomas Kaufhold, Chair of the Board, RIMPA

View from the chair

My last message indicated a range of reviews that the Board has undertaken and actioned.

In this message, I would like to place some focus on iQ magazine as we welcome Karen Farrell to the role of editor. Karen will be an asset to RIMPA's prize publication and has an extensive background in media and communications, working as a public relations specialist, writer and editor.

Karen replaces Heather Millar, who has been editor of iQ editor since November 2010 and deftly navigated the ever-changing records management discipline during her tenure. Heather has decided to diversify her skills into other industries and the Board reluctantly accepts her decision to do so and wishes Heather the best for the future.

Change begets change and you will notice a number of styling and content changes in this edition of iQ.

iQ will now feature an events page to inform you of upcoming and past events plus interesting news items.

New members will be introduced and a member profile will feature a regular Q & A with a different RIMPA member in each issue. Updates on membership matters will appear in this section and we'll also acknowledge those members who have achieved professional upgrades.

Some members have been curious about the Board's decision to change over to a digital format. In making this decision it was considered that iQ must evolve to suit the digital environment that we all live in now and to contribute to being an eco-sustainable publication by using less paper and energy resources required to physically distribute the magazine.

September will see our premium event, inForum, come to fruition in Hobart. If you have not yet registered I strongly encourage you to do so. At the time of writing this message, I can report that the trade exhibition has been sold out and the team is looking at other avenues to accommodate more exhibitors. All of the sponsorship packages have also been sold and registrations are trending well above that experienced in previous years. We anticipate and look forward to a very successful event.

Thank you to the professional members who participated in the CPD Scheme and completed their updates. I am happy to report that this year professional members who completed the scheme have been acknowledged with a certificate of completion. We will continue to offer this in future years. I was certainly happy to receive my certificate.

The Board has been working tirelessly as a team over the past nine months to ensure that RIMPA's governance meets both legislative and member requirements.

Changes in Corporate membership fees, a review of the constitution, and stabilising finances are some of the achievements the Board has effected since the last AGM.

Lastly, I would like to acknowledge two new staff members, Jo Kane and Tynelle Spinner, who joined RIMPA three months ago and have provided tremendous commitment and energy in undertaking their roles under the able leadership of Anne Cornish, Executive Director. The commitment of staff and the Board will go a long way to providing the kind of platform that members need and deserve to support their journey in the records and information profession now and into the future.

Looking forward to seeing you in Hobart at inForum.

Thomas Kaufhold
Chair of the Board, RIMPA

MEMBER UPDATE

RIMPA provides its members with a wide range of activities to support the profession of records and information management including: courses, conventions, seminars, specialised studies, projects, workshops, networking events, webinars and publications.

We recently restructured our corporate membership pricing, which generated a significant increase in corporate nominees. A special mention to the Department of Defence Capability and Sustainment Group and its 35 nominees.

Congratulations to Sue Lillywhite who achieved a professional upgrade and is now an Associate Member for the ACT.

RIMPA warmly welcomes all new members including individual and student members and corporate nominees from the following organisations.

VICTORIA

- City of Great Dandenong (2 nominees)
- Maroondah City Council
- City of Wodonga
- Colac Otway Shire
- GWM Water
- Manningham City Council
- Southern Rural Water
- Goulbourn Murray Water
- Western Port Water
- Shire of Yarra Ranges
- Greater Shepparton City Council
- Australian Building and Construction Commission
- CSIRO
- Miktysh
- Wannon Water

NORTHERN TERRITORY

- Department of Health

ACT

- Department of the Prime Minister and Cabinet
- Department of Foreign Affairs
- Department of Defence – Explosive Material Branch
- Department of Foreign Affairs
- Geoscience Australia
- National Gallery of Australia
- Department of the Environment and Energy
- Department of the House of Representatives
- Department of Defence – Capability and Sustainment Group
- FYB

QUEENSLAND

- USQ
- QUT
- Sunshine Coast Council
- SEQ Water
- Redland City Council
- Department of Premier and Cabinet
- QAGOMA
- Fraser Coast Regional Council
- Miktysh
- FYB

NEW SOUTH WALES

- Australian Prudential Regulation Authority
- Iron Mountain
- Oil Search Limited
- Reserve Bank of Australia
- Johnson and Johnson Medical
- Botanic Gardens and Centennial Park
- Catholic Diocese of Broken Bay
- Port Stephens Council

SOUTH AUSTRALIA

- Urban Renewal Authority
- Department of the Premier and Cabinet
- FYB

NEW ZEALAND

- Whitireia New Zealand
- Objective Corporation
- Ministry of Social Development
- Waitomo District Council
- Counties District Health Board

STUDENT MEMBERS

- National Film and Sound Archive (ACT)
- Curtin University (WA)
- Curtin University (VIC & NSW)
- University of South Australia (SA)

WORLDWIDE NEWS

Western-led research team uncovers lost images from the 19th century using 21st century tech

- Art curators will be able to recover images on daguerreotypes, the earliest form of photography that used silver plates, after a team of scientists led by Western University learned how to use light to see through degradation that has occurred over time.
- Research published today in Scientific Reports – Nature includes two images from the National Gallery of Canada's photography research unit that show photographs that were taken, perhaps as early as 1850, but were no longer visible because of tarnish and other damage. The retrieved images, one of a woman and the other of a man, were beyond recognition.

An image of a woman is recovered from a 19th-century daguerreotype that had tarnished almost beyond recognition. A novel process, developed at Western University and Canadian Light Source Inc, mapped its mercury content and brought the 'ghost' back to life

"It's somewhat haunting because they are anonymous and yet it is striking at the same time," said Madalena Kozachuk, a PhD student in Western's Department of Chemistry and lead author of the scientific paper.

"The image is totally unexpected because you don't see it on the plate at all. It's hidden behind time," continues Kozachuk. "But then we see it and we can see such fine details: the eyes, the folds of the clothing, the detailed embroidered patterns of the table cloth."

The identities of the woman and the man are not known. It's possible that the plates were produced in the United States, but they could be from Europe.

For the past three years, Kozachuk and an interdisciplinary team of scientists have been exploring how to use synchrotron technology to learn more about chemical changes that damage daguerreotypes.

Invented in 1839, daguerreotype images were created using a highly polished silver-coated copper plate that was sensitive to light when exposed to an iodine vapour. Subjects had to pose without moving for two to three minutes for the image to imprint on the plate, which was then developed as a photograph using a mercury vapour that was heated.

Kozachuk conducts much of her research at the Canadian Light Source (CLS) and previously published results in scientific journals in 2017 and earlier this year. In those articles, the team members identified the chemical composition of the tarnish and how it changed from one point to another on a daguerreotype.

"We compared degradation that looked like corrosion versus a cloudiness from the residue from products used during the rinsing of the photographs during production versus degradation from the cover glass. When you look at these degraded photographs, you don't see one type of degradation," said Ian Coulthard, a senior scientist at the CLS and one of Kozachuk's co-supervisors. He is also a co- author on the research papers.

This preliminary research at the CLS led to today's paper and the images Kozachuk collected at the Cornell High Energy

Synchrotron Source where she was able to analyze the daguerreotypes in their entirety.

Kozachuk used rapid-scanning micro-X-ray fluorescence imaging to analyze the plates, which are about 7.5 cm wide, and identified where mercury was distributed on the plates. With an X-ray beam as small as 10×10 microns (a human scalp hair averages 75 microns across) and at an energy most sensitive to mercury absorption, the scan of each daguerreotype took about eight hours.

"Mercury is the major element that contributes to the imagery captured in these photographs. Even though the surface is tarnished, those image particles remain intact. By looking at the mercury, we can retrieve the image in great detail," said Tsun-Kong (T.K.) Sham, Western's Canada Research Chair in Materials and Synchrotron Radiation. He also is a co-author of the research and Kozachuk's supervisor.

This research will contribute to improving how daguerreotype images are recovered when cleaning is possible and will provide a way to seeing what's below the tarnish if cleaning is not possible.

The prospect of improved conservation methods intrigues John P. McElhone, recently retired as the chief of Conservation and Technical Research branch at the Canadian Photography Institute of National Gallery of Canada. He provided the daguerreotypes from the Institute's research collection.

"There are a lot of interesting questions that at this stage of our knowledge can only be answered by a sophisticated scientific approach," said McElhone, another of the co-authors of today's paper. "A conservator's first step is to have a full and complete understanding of what the material is and how it is assembled on a microscopic and even nanoscale level. We want to find out how the chemicals are arranged on the surface and that understanding gives us access to theories about how degradation happens and how that degradation can possibly or possibly not be reversed."

As the first commercialized photographic process, the daguerreotype is thought to be the first "true" visual representation of history. Unlike painters who could use "poetic licence" in their work, the daguerreotype reflected precisely what was photographed.

Thousands and perhaps millions of daguerreotypes were created over 20 years in the 19th century before the process was replaced. The Canadian Photography Institute collection numbers more than 2,700, not including the daguerreotypes in the institute's research collection.

By improving the process of restoring these centuries-old images, the scientists are contributing to the historical record. What was thought to be lost that showed the life and times of people from the 19th century can now be found.

MEDIA CONTACT: Jeff Renaud, Senior Media Relations Officer, 519-661-2111, ext. 85165, 519-520-7281 (mobile), jrenaud9@uwo.ca, @jeffrenaud99

Strengthening New Zealand's national archives and libraries

Hon Grant Robertson

Hon Tracey Martin

A new program of work is under way to strengthen the contribution our national archives and libraries can make to New Zealand's culture and democracy, Internal Affairs Minister Tracey Martin and the Associate Minister for Arts, Culture and Heritage Grant Robertson, said.

"The National Library of New Zealand, Archives New Zealand and the audio-visual archive Nga Taonga Sound and Vision have vital roles in our democratic and cultural infrastructure," says Grant Robertson.

"Tracey Martin and I are leading the work program to consider options to help these institutions to better meet the challenges they're facing and to take advantage of the opportunities that a digital environment and fresh thinking might provide.

"Our guiding objectives are to ensure:

these institutions support an accountable, open and transparent democracy

records documenting New Zealand's history and culture are collected and preserved as taonga for current and future generations, and are as accessible as possible for all New Zealanders, and

the memory of the New Zealand government is managed and preserved for future generations.

"While these three national archival and library institutions have distinct roles they have much in common, including storing and preserving physical collections, managing digital information and increasing access to information through digitisation," Grant Robertson said.

Tracey Martin said the costs associated with the physical storage of the various library and archival material was a major pressure on the institutions, so it made sense to look at the value of their work to the country as well as how they could better work together.

Maintaining the independence of the Chief Archivist in New Zealand's constitutional framework would be a key consideration of this work.

"The Chief Archivist sets the framework for government recordkeeping and for regulating the creation and disposal of public records," Tracey Martin said.

"We will specifically consider options to ensure the Chief Archivist has sufficient independence to be an effective regulator of the public sector.

"This is important work and we will be talking with stakeholders with an interest in our national archival and library institutions to inform this process," Tracey Martin continued.

The Ministers will work with the Minister of State Services Hon Chris Hipkins, Minister for Maori Development Hon Nanaia Mahuta, and the Minister for Government Digital Services and Associate Minister of State Services Hon Clare Curran, and report back to Cabinet by the end of 2018.

The terms of reference for the work program will be available soon on the Manatu Taonga Ministry for Culture and Heritage website and the Department of Internal Affairs website.

Reference: https://www.beehive.govt.nz/release/strengthening-our-national-archives-and-libraries

The National Archives, UK
Machine learning in the archives

At our site at Kew, and in deep storage in a salt mine in Cheshire, UK, The National Archives holds a total of around 200 kilometres of paper documents spanning almost 1,000 years. Our collection grows each year and we are currently transitioning from a 30-year rule to a 20-year rule in terms of receiving new records from government departments. This means that, with regard to records we hold that are open to the public, we are notionally in the mid-1990s: at this time, printing and filing documents was still the norm and so a manual process of appraisal, selection and sensitivity review remains just about practical.

However, as we reach the late 90s and the new millennium, the records that we take in from government departments will change dramatically, as using computers became the main way of working. This means that we will be taking in a different style of record (digital rather than paper), but more importantly it means a phenomenal increase in the number of records being accessioned. To put the transition from a paper world to a digital one into perspective, IBM estimates that 90% of the world's data was created in the last two years alone[1].

Every record taken in needs to be appraised, selected and to undergo a sensitivity review: if we are to manage the sheer volume of work, we will need the assistance of machines to support human reviewers. This is a huge, technology-enabled transformation in the way that we work; to adapt to this, we have begun developing the digital skills of our teams.

MACHINE LEARNING HACKATHON

On 7 and 8 December 2017, 35 members of our digital teams took part in a machine learning hackathon. This event was designed to demystify something that most people assume is very complex: all the staff involved were beginners in machine learning and the event kicked off with introductions to algorithms and different techniques.

Different teams put their learning into practice and experimented with a wide range of data, tackling various problems faced in the preservation of and access to digital records.

Topic modelling[2] was used to find key phrases in Discovery

The National Archives, Kew London.

record descriptions and enable innovative exploration of the catalogue; and it was also deployed to identify the subjects being discussed across Cabinet Papers. Other projects included the development of a system that found the most important sentence in a news article to generate automated tweeting, while another team built a system to recognise computer code written in different programming languages – this is a major challenge for digital preservation.

Beyond the experimentation that took place during the hackathon, we also had a non-technical team that explored the ethical implications of the use of machine learning in archival practice.

WHERE NEXT?

As a result of the hackathon, our digital teams not only developed new skills but also identified two areas for further investigation: automated recognition of coding languages, and topic modelling catalogue descriptions.

In addition to this, we are co-supervising PhD projects on sensitivity review and understanding large-scale web data, and we are also experimenting with handwritten text recognition technology.

By Mark Bell The National Archives, UK
https://blog.nationalarchives.gov.uk/blog/machine-learning-archives/
Contact: mbell@nationalarchives.gsi.gov.uk

NOTES:

1. http://www-07.ibm.com/in/solution/10_Key_Marketing_Trends_for_2017.html
2. http://www.matthewjockers.net/macroanalysisbook/lda/

Internet 2.0 has arrived - Decode a new career in blockchain engineering

Think that blockchain is solely about cryptocurrency and money exchange? The arrival of “Internet 2.0” can also give students the chance to decode their new career as a blockchain engineer.

Industry demand for blockchain technology to streamline their processes is increasing. But this requires many hours of careful work by university-trained engineers or programmers. Companies can’t just buy blockchain from a market place to perform a desired function.

According to Dr Joseph Liu from Monash University’s School of Information Technology, skills in blockchain programming will be highly sought after as businesses seek to guarantee authentic and secure data for their clients.

“Australia’s healthcare system and supply chain industries are set to become the major beneficiaries of the work by blockchain engineers,” he said.

“Everything from digital health, food security, legal and financial contracts and data collection - blockchain is set to transform business as it guarantees data security and will provide businesses with a more trusted system of information.”

Monash University currently has a number of postgraduate and research students building secure smart contract systems, as well as examining the speed and privacy in blockchain technology.

For further information contact Dr Joseph Liu:
Phone: (03) 9905 3219
Email: joseph.liu@monash.edu

Australian Society of Archivists WA Branch extends its advocacy campaign

The WA Branch of the Australian Society of Archivists (ASA Inc.) has been advocating reversal of a decision by the WA State Government to make the State Records Office of Western Australia (SROWA) a Directorate under the State Library of WA (SLWA) from 1 July 2017.

A petition has been created at:- https://www.change.org/p/hon-david-alan-templeman-mla-minister-for-local-government-heritage-culture-and-the- arts-restore-the-independence-of-the-state-records-office-wa.

ASA Inc. (WA) has prepared a 20-minute presentation on its concerns for presentation to interested parties including kindred professions, associations and the community more generally. This presentation is currently being rolled out to stakeholders.

Placement of the SRO as a Directorate under the SLWA on July 1 2017 ended almost two decades of operation as a semi-independent agency administering the State Records Act 2000 (WA). No consultation or discussion was made with archival or recordkeeping communities prior to the change. The WA government claims the change is administrative only and that the State Archivist’s statutory responsibilities remain unchanged. However, the State Archivist must now report to the Minister responsible through additional management levels and the Public Libraries Strategy Background paper of January 2018 states that “one of the reasons for changing the administrative placement was the potential to create a singe workforce of specialist positions and the sharing of digital collection systems…”.

The ASA maintains that the recent restructure indicates a lack of appreciation of the multiple and diverse functions of the Office which are of increasing importance in a digital and social media environment. The ASA’s concern regarding the potential for decreased funding for the Office has been realised in the current WA State government budget where a loss of some $200,000 is seen in its budget. A recent and more in-depth article Advocacy for independence of the State Records Office of Western Australia, on this matter, is in the journal Archives and Manuscripts. To link to this article: https://doi.org/10.1080/01576895.2018.1441727

If you’re interested to learn more about the campaign, please email ASA Inc. WA Branch secretary Marita Keenan for a copy of the presentation: maritakeenan@gmail.com

SELLING INFORMATION GOVERNANCE

Companies would benefit from establishing and maintaining a best practice business activity. Here, we look at the full picture of what is required to enable an RIM/IG initiative, as opposed to another type of corporate activity.

By **Craig Grimestad**

Corporate Records Managers often struggle as they propose Information Governance (IG) and Records and Information Management (RIM) funding needs or improvement plans. The role of a Corporate Records Manager requires assiduously seeking out company resources (including funding and manpower) while vying for critical access to employees.

In part this is often due to a flawed corporate understanding of records. Records, and their management, are often viewed as a necessary evil in the operation and management of a company. Nothing could be farther from the truth. Records viewed as 'common' - such as policies, procedures, invoices, receipts, shipping lists, shipping orders, and customer account records are actually the lifeblood of the company - nothing moves, nothing happens without them. Records viewed as 'special' – designs, patents, copyrights, and recipes are what sets the company apart from its competitors - the crown jewels, if you will. In fact, records are a corporate asset and the most valuable asset a company has. We do an immense service for companies as we help them understand that and help them to manage records accordingly.

Corporate management often knows they have to do something for RIM/IG, but don't know what that something is. They may not even understand the scope of responsibilities and activities included within RIM/IG.

Fundamentally, the core components of a RIM/IG function include:

- Clear and comprehensive RIM/IG policies and procedures.
- A legally credible and comprehensive Records Retention Schedule (considered a part of a company's policy).
- An organisational structure (usually a mix of full and part time responsibilities) that establishes vision, manages requirements and structure, and facilitates compliance - from executive oversight - to local records coordinators.
- Training and communications.
- Official repositories - locations for all active and inactive official records of all media types.

The great news is that a company's view of records or understanding of RIM/IG doesn't have to be fully mature in order to benefit from improvements in their management of records. When a RIM/IG improvement plan is developed, it can be shown to save the company money, improve efficiency, and reduce risk. As well, most RIM/IM projects are self-funding in the first year. Even if it is not, it is likely among the highest benefit-to-cost ratios of all of the funding requests the company's management team will consider. **Let's break it down:**

SAVING MONEY

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

Litigation: discovery costs are driven higher when records that are eligible for disposal are retained. Whatever the media (paper, electronic, or specimens), reducing the volume of records to be searched and reviewed by disposing of expired records, convenience copies, and non-records can reap significant savings.

IMPROVE EFFICIENCY

Creation, storage, retrieval and disposal: efforts to standardise and facilitate the creation and management of records through their entire lifecycle can reap large dividends. Eliminating (or reducing) personal repositories and establishing official repositories, where employees can store and retrieve the latest version of records, easily produces a significant impact on productivity. If you are able to save, on average, just five minutes out of every hundred for the average employee that's a 5% saving. Multiply that 5% (a low estimate) by the payroll cost, and the potential value in redirected employee's use of time can be staggering.

REDUCE RISK

Elimination: as records complete their lifecycle and fulfil their purpose, they transition from having high value as an asset to becoming a liability. Efforts to promote and facilitate disposal of records per the Records Retention Schedule not only saves the company money as noted above, but also reduces corporate risk. If the company has no further use of their records, who are they keeping them for?

Companies would benefit from establishing and maintaining a Best Practice RIM/IG business activity. By promoting records as corporate assets and guiding the company's vision and understanding of the bottom line benefits of a Best Practice RIM/IG business activity, Corporate Records Managers will be more successful in obtaining approval, funding, and employee participation for their RIM/IG improvement plans. ❖

ABOUT THE AUTHOR

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

➲ He blogs to: infogoto.com/author/cgrimestad

DIGITAL BY DESIGN

How to get the most out of your information, processes and technology

Digital by design is by Kate Fuelling, an information management specialist, who specialises in helping small organisations improve processes and technology to get the most out of their information and create more value for themselves plus their members and customers.

Review by **Lesley Dimmock**

The book is aimed at small businesses and not-for-profit organisations, or as Kate Fuelling calls them, 'For–Purpose Organisations' or 'Small Organisations with a Big Purpose'. Typically, such organisations don't have huge budgets to spend on consultants, technology and software and this book provides a simple, cost-effective strategy for embarking on the digital information management journey.

While information management can be an intimidating topic, this book is not. At 217 pages, *Digital by design* is an easily-digested guide to tackling the task of going digital. Written in engaging language, the book introduces the reader to Kate Fuelling's model, which she has developed from decades of experience in helping small 'for purpose'organisations achieve their digital IM goals.

The book is arranged into four sections, with the first section discussing the importance of getting information management right and why small organisations struggle to implement changes to the way they do business. The final chapter in this section is a useful jargon-busting chapter listing the most common terms used in information management. The language is pitched at the IM novice, but even experienced IM people will find the clear and succinct definitions of each term an ideal way of introducing and explaining concepts to people unfamiliar with them.

In Section Two, the author expands on her digital by design approach, outlining the foundations, or core principles that underpin how Fuelling assists clients to transition to digital. These are:

- Dream big, think small. Have a big goal for your organisation, but tackle it in small, achievable projects.
- Get organised before you review your technology. Before you even look at technology solutions you need to address strategy, governance, people and processes. Together with technology, these are the five elements that make up the author's Synergy Wheel.
- Embrace a partnership approach. Your IM and IT people need to work together, rather than in separate silos.
- Pick and mix skill sets. Find the right methodology and tools for your organisation. A basic toolkit of skills and methodologies will include:
  - Change management
  - Project management
  - Process improvement/ business analysis skills
  - Information management
  - Information technology.

… This book provides a simple, cost-effective strategy for embarking on the digital information management journey.

- Treat the information your organisation holds as an asset. It has value and needs to be leveraged, just like any other asset, to best meet your organisation's mission.

Section Three introduces the Synergy Wheel Solution and the five elements that need to be worked on in order to create the optimal environment for the success of your digital transformation project.
The five elements are:

- **Strategy:** your approach to digital IM.
- **Governance:** the set of policies, models and structures you will use to provide order and structure to your information.
- **People:** how to enable your people to do their jobs more effectively and the environment you create for them to work within.
- **Process:** clarify the processes in your organisation and ensure they are delivering what you need.
- **Technology:** the tools, software, hardware and digital environment you implement to support your organisation and its people.

Each one of these elements is examined at length in its own chapter. Subsequently, seven key mistakes organisations make is listed with three solutions and tips provided for eliminating these mistakes. Links to useful online resources such as strategy templates and fact sheets are also provided.

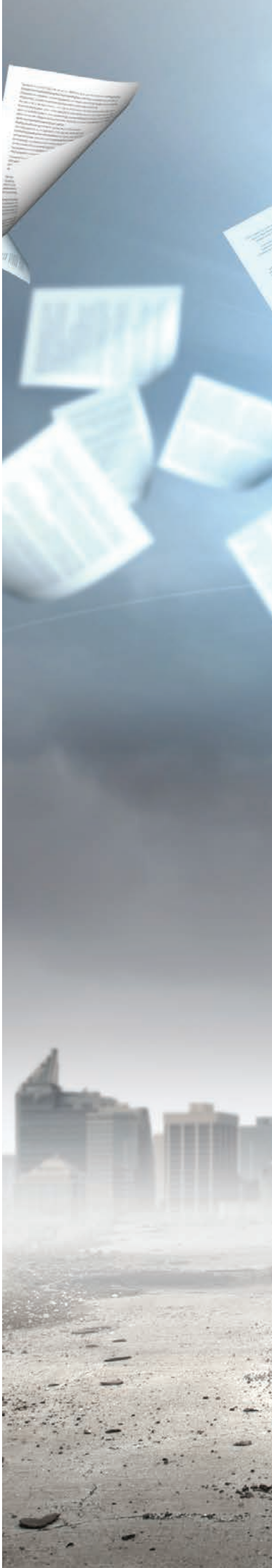
Digital by design is wrapped up in Section Four, which provides tips to guide the digital transformation journey, and an exhortation about staying focused on organisational outcomes.

Although the stated audience for this book is small businesses and not–for–profit organisations, the approach is equally applicable by people in a larger organisation charged with undertaking a transition to digital solutions. The pitfalls listed in each chapter are just as relevant to large organisations with big budgets as they are to small, cash-strapped ones.

Whether you are experienced in implementing digital transformation projects, or completely new to the experience, *Digital by design* provides a clear framework that is simple to understand and implement no matter what size the organisation. ❖

ABOUT THE REVIEWER

Lesley Dimmock is the Librarian and Records Officer at the Local Government Association of Queensland, the peak body for all Queensland local governments. Her role involves supporting LGAQ staff with information needs, researching LGAQ's history, and managing the organisation's paper records. Lesley is also an indie author and is currently engaged in writing her third novel.



LET'S GET DIGITAL

Transitioning from paper to electronic records

There are pitfalls to consider as each business thinks about going digital. It's quite difficult just knowing where to start. Here are some quick tips and tricks to provide your business some insights into getting prepared for its digital transition.

By **Beatrice Siu**

We're all going digital, it's a movement we're seeing across all commercial businesses, organisations and government - digital processes, audit trails, records, data, and information... Going digital provides businesses with various benefits in new ways of working and is considered a leading practice. It's also incredibly useful in attempts to streamline work processes so businesses run more efficiently. However, when any business decides to make this transition, one the biggest pitfalls is maintaining business continuity and ensuring that no records/information or data is lost. Making the transition is a mammoth task and there is a lot to consider, so risk management processes need to be adopted.

Where do we begin when moving from our current to future state with as little impact as possible? What needs to be organised?

The first area to focus on is tidying up existing paper records. Businesses need to consider:

- Closing off records that have been inactive for some time.
- Closing off active records and consider having them digitised so staff members can continue their work within an electronic space.
- Sentencing and disposing all records held in repositories.

Dealing with existing paper records is encouraged as the best place to start. This phase involves tidying up the paper records, meaning inactive records require closing so they can be disposed of appropriately. This is also the ideal time for the business to cease generating any new paper records.

Another aspect businesses need to consider is mapping current records and information management processing to assess how this will change in a digital work environment.

Mapping current processes involves understanding:

- How the work is carried out.
- Where paper records are stored and managed.
- If there are any points of failures in the process that would pose a risk to the integrity and continuity of the records as well as the business itself.

It needs to be said that mapping out all the current processes while also figuring out how new work processes are going to work in a digital environment, is a mammoth task.

There's a lot of detail to cover, but it's a great opportunity to assess and review current processes to subsequently inform new ways of working.

Aside from tidying up the paper records, the next step is to locate and assess if the business holds any born-digital records, data, and information. This is when the business would need to start considering if:

- There are any records/documents saved onto any local drives, shared drives and servers. And if so;
- Which documents can remain on the drives/servers and be locked down as read only.
- Any documents need to be migrated over into the electronic system.

The last point is important as, while it sounds relatively straightforward to move data and information into a new system, there are limits to what software and computers can handle when migrating digital information to a new system. Here are some examples of what can affect the migration of data and files:

- The length of document names. Generally, there is a limit of about 150 characters, so if the names of files exceed this, the rest of the file name can get chopped off.
- Documents saved on any hard drives or servers that are hidden under many sub-folder levels can result in the file not being found. Usually the computer bounces back with a message saying "Cannot find file". We assume that any computer can just find all our documents. However, if documents are hidden in layers and layers of folders, this

We need to spend time cleaning up and organising the current state of our records and processes before shifting to a digitised state.

creates an incredibly long file path and the computer won't find it.

- Sometimes the size of files can affect whether or not documents can be uploaded. Meaning if a file is too big the upload restrictions limit whether we can even migrate files and documents over. Generally, there are other ways around this, although often more time is required for the migration to be a success.

The points highlighted above demonstrate some of the risks that can occur and emphasises to businesses there is much to consider when making a digital transition. We need to spend time cleaning up and organising the current state of our records and processes before shifting to a digitised state.

Thinking ahead is exciting and while there are various technological limitations and pitfalls to be aware of, this won't result in losing your businesses valuable records. As long as our records and information affairs are in order, we really can maintain business continuity and carry on smoothly with our work in a new digital environment. ❖

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PLANNING FOR THE ARCHIVES OF THE FUTURE

What are our government archives doing to ensure we have the flexibility needed to keep up with technological changes? Public Record Office Victoria explains how a revised Archival Control Model will prepare their Archival Management System for the records of the future.

By **Natasha Cantwell**

As records and information management professionals, our roles and the records we manage are in a constant state of flux. Our processes and practices are constantly evolving to meet the challenges of new ways of record-capture - from the paper files of old, to present-day emails, databases and social media tools designed to delete information after 24 hours.

Over the next two years, Public Record Office Victoria (PROV), the archive of the State Government, will launch its long-awaited new Archival Management System and Digital Archive. The new systems will be more accessible and efficient, with the new Digital Archive able to ingest many thousands of records a day. This is a huge improvement on the current limit of several hundred, thereby reducing the overall time frame for completion of large digital transfers. For the general researcher, the biggest improvement will be how easy it is to view and download digitised records directly from the search results page. However, as RIM professionals know, there's a lot more going on behind the scenes than can be seen. Underpinning these brand new PROV systems will be a revised Archival Control Model (ACM) that provides the conceptual framework for the project. Here, a snapshot of why it was developed and how it will impact the accessibility of PROV's collection.

… As no one knows exactly what the future will hold, the key requirement for the revised Archival Control Model is flexibility

WHY REVISE THE ACM?

As the first state archive in Australia to have a digital archive, PROV has been responding to the challenge of archiving records from digital systems for more than 10 years.

Working within the limitations of PROV's existing ACM, it became evident that many current records don't conform to the model's rigidly defined structure. PROV's current model reflects the traditional paper-based filing systems of the 20th century. Increasingly, staff have found themselves struggling to accurately represent some types of complex digital records and information systems, and either force-fit records into structures or create artificial structures. For example, there is no option but to use the 'series' entity to describe every digital system dealt with, whereas records such as databases would be better described as a 'system' rather than a 'series.'

Current metadata fields also suffer from a lack of flexibility. There is limited capability to store and make available to researchers the detailed record descriptions that are often maintained by government agencies in relation to both digital and physical records. Properties aren't able to be added to or modified so there is potential for metadata to be left out, or shoe-horned into the existing metadata schema, thereby losing contextual meaning. Having to constantly work around the system compromises the ability for the records to be easily discovered and interpreted by users. The ACM needed to evolve to enable a more malleable response to technological changes.

For example, the land selection files in PROV's collection include a large amount of metadata, such as the name of the lessee or grantee, the parish in which the allotment is situated, allotment number, area of block, date lease commenced, and date of grant. If the system only provides one box for 'date', it becomes difficult to accurately record both the date the lease commenced and the date of the grant. PROV aims to be able to capture all of this data for each record, and importantly, preserve semantic meaning so that records become more 'self-describing'.

THE WAY FORWARD

A commissioned report from Barbara Reed of Recordkeeping Innovation provided PROV with a set of recommendations, which an internal working group workshopped over a 12-month period. Working in previously unexplored territory, this group was given the freedom to experiment and to not only come up with new concepts but to put these theories into practice. As no one knows exactly what the future will hold, the key requirement for the revised ACM is flexibility.

The new model is designed to be extendable and to allow for broader possibilities for the description of archival entities and their relationships. For example, future record keepers might require 'mechanism' as a record creating entity, alongside 'agency' and 'person', to recognise the possibility of machines autonomously creating records (for example red light cameras). PROV envisions being able to add new relationships and entities with minimal coding required to the Archival Management System and without invalidating the conceptual basis of the model or diminishing the value of

existing data.

Compatibility is also important. The model is an extension of the previous ACM and is designed for gradual uptake while remaining backwards compatible with records described under the previous model. Like the existing model, it is compatible with the Australian Series System and remains grounded in Australian archival practice. It conforms with the AS/NZS 5478 Recordkeeping Metadata Property Reference Set, so PROV will be able to easily share and exchange metadata with other organisations. It is also understood to be one of the first in the world to align with the draft Records in Contexts (RiC) Standard issued by the International Council on Archives in 2016.

Arguably, one of the most important considerations for an archive is how to enhance discoverability and create easy access to the digital records from the collection, including photographs and documents. PROV's revised ACM will support users to locate records, whether they're 'skimmers' (those who may only want to access one or two records to meet their information needs), 'swimmers' (those who traverse across the collection to find multiple but reasonably closely related records), or 'divers' (those who want to dive deep into our collection for discovery – follow pathways, relationships and links to find undiscovered treasure). Because the model describes records and their context, researchers will be able to identify readily who created the records (the provenance) and discover, other records with a shared provenance or are related to the same function to support their line of historical enquiry. Following these 'clues' can reveal a rich vein of historical evidence waiting for discovery and interpretation.

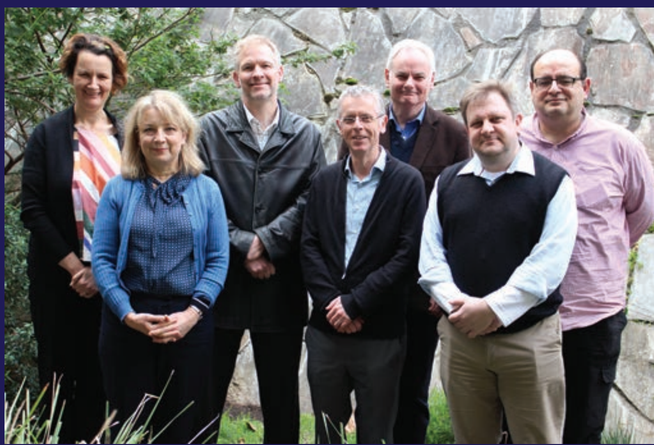
ACCESSIBILITY IS ADDRESSED IN MULTIPLE WAYS

With the revised ACM the format of the records is immaterial as records are described as conceptual entities. Access copies (eg digitised records) can be viewed seamlessly via the original citation rather than via a separate description. Each record within a series has a unique identifier, this unique identifier could be a date, number, or an alpha identifier. It is the combination of the VPRS number and the records' identifier that provides the truly unique identifier for every record in the PROV collection.

The model will also provide users with more direct pathways to records by removing strict hierarchical structures and connecting entities. For example, over time, record series will be directly related to 'functions' like 'public health' or 'ports'. Unnecessary detail will be removed so users will experience a more streamlined search. With the exception of legacy records, they'll no longer have to navigate through 'consignments' (records transferred to PROV in a group from an agency) and 'units' (storage containers). With these removed from public view, researchers can browse directly from a 'series' to a 'record'.

Furthermore, the model is designed to take advantage of the wealth of knowledge in PROV's wider community. Researchers will have the opportunity to enhance the descriptions of records, for example, transcribing handwritten letters, or adding keywords to historic photographs.

Having a comprehensive Archival Control Model is essential for any Archival Management System. Whatever the records of the future may be, with this new model, PROV is ready for them. For information about other PROV government recordkeeping projects currently underway, visit: https://www.prov.vic.gov.au/recordkeeping-government/research-projects ❖



The team behind PROV's Revised Archival Control Model: Emma Fowler, Julie McCormack, Jack Martin, David Fowler, Peter Francis, Daniel Wilksch, Charlie Farrugia.
Absent: Andrew Waugh, Owen O'Neill, Nick Fahey, Darren Byrne.

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Natasha Cantwell is a Communications and Online Engagement Officer at Public Record Office Victoria. She has a background in media, spanning journalism, advertising and technical writing, and a Post Graduate Diploma in Art and Design from Auckland University of Technology. Natasha's interest in history lead her to join PROV in 2016, where she works on special projects such as producing the Sir Rupert Hamer Records Management Awards and coordinating internal communications for the Digital Archive Program. She also shares PROV's fascinating collection through #WordOnTheStreetVictoria.

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Contributions by Julie McCormack, Manager, Appraisal and Documentation and David Fowler, Digital Transfer and Documentation Coordinator, Public Record Office Victoria.

STRATEGIC SAGACITY FOR SECURITY AND PRIVACY OF PERSONAL DATA

... “What a terrible criminal he (Sherlock Holmes) would have made had he turned his energy and sagacity against the law, instead of exerting them in its defense." Sir Arthur Conan Doyle, The Sign of the Four - Published in 1890.

By **Linda Shave**

In 2018 we witness the dawning of a new era of strengthened security and privacy laws for personal data with the introduction of the Australian Notifiable Data Breaches Scheme (February 2018) and EU's General Data Protection Regulation (GDPR) in May 2018. Further, in Australia there will be industry-specific changes which will impact privacy including the mandatory comprehensive credit reporting and open banking regimes, the Australian Government Agencies APP Code and the Consumer Data Right which is expected to be legislated for particular industry sectors later in 2018.

With all of these regulatory obligations one common factor is the need for strategic sagacity and enterprise agility in order to respond to a rapidly changing, ambiguous and somewhat turbulent world and to design cost-effective 'Privacy by Design' solutions into enterprise products and services.

THE MEANING OF STRATEGIC AND SAGACITY

The word 'strategic' in an enterprise world is associated with planning and design while the term 'sagacity' is an alternative word for 'wisdom'. When the concepts of strategic and sagacity are combined we have the tools, acumen, tactical, erudition and flexibility for making sound decisions. The prudence to deliver them as well as the leadership skills to motivate and lead people or the enterprise towards achieving common goals.

THE CONCEPT OF PRIVACY BY DESIGN

The concept of building 'privacy by design' into business solutions is not new! Its focus is on integrating and promoting privacy requirements and/or best practices into systems, services, products and business processes. It is essential to build privacy by design at the planning, design, development and implementation stages of your project(s) in order to ensure that the enterprise meet and continue to meet security and privacy expectations.

The enterprise of the future will need to be constantly flexible, resourceful, responsive and possess the foresight to constantly assess economic drivers, evaluate technology evolution, scrutinise their privacy by design processes in order to continually protect the privacy and security of both enterprise and personal data. Failure, to continually monitor and make improvement recommendations for technology advancements and privacy by design processes for product and services could result in data breaches. Data breaches which could result in fines, damage the reputation of a company and in some cases cause the collapse of a company.

Use every ounce of your strategic sagacity, enterprise agility and leadership skills to motivate and lead people to respond to a rapidly changing, ambiguous and somewhat turbulent world.

SECURITY VS PRIVACY VS CYBER SECURITY

Security and privacy are two separate concepts, in brief:

- Security is about protecting such information from loss, or unintended or unauthorised access, use or sharing, whereas
- Privacy is about the appropriate collection, use and sharing of personal information.

Although as highlighted above security and privacy are two separate concepts, the importance of these two concepts intersect:

- For the individual - if their personal data is illegally accessed, disclosed or mistakenly provided and the data breach might create a risk of damage to an individual.
- For the government or another enterprise - if their sensitive information is illegally accessed and pilfered and the data breach might be damaging to the government and/or the enterprise reputation, the safety of individuals or the country.

Cyber security is defined as the protection of systems, networks and data in cyberspace.

THE AUSTRALIAN NOTIFIABLE DATA BREACHES SCHEME

The Australian Privacy Amendment (Notifiable Data Breaches) Act 2017 was introduced on 22 February 2018. The aim of the Australian Notifiable Data Breaches Scheme is to strengthen security and privacy laws by encouraging enterprises (entities) to improve their information security practices for personal data and introduced to Australia a mandatory data breach notification regime.

The drivers for the Australian mandatory data breach notification regime stem from the growth of the digital economy, technology advancements such as the internet of everything, omnipresent connectivity, cloud, sensors ectara all of which have led to vast amounts of personal information being collected, stored, managed and in numerous occasions shared. It aims is to bring accountability and transparency to organisations holding personal information.

With gargantuan volumes of data comes risks to the enterprise. Risks such as threats of cyber security attacks and the damage to the individual or the enterprise through disclosure or misuse of data. Under the Australian Notifiable Data Breaches Scheme (unless an exception applies) an entity must notify eligible data breaches to the Office of the Australian Information Commissioner (OAIC) and affected individuals as soon as practicable after the applicable entity becomes aware that there are reasonable grounds to believe that there has been an eligible data breach.

In summary, under the Australian Notifiable Data Breaches Scheme an 'eligible data breach' occurs for the enterprise (entity) when there has been:

- unauthorised access or disclosure, or loss of information where unauthorised access or disclosure is likely; and
- a reasonable person would conclude that the access or disclosure would likely result in serious harm to the individuals to whom the information relates.

UNDERSTANDING THE THREE TYPES OF PERSONAL DATA

As indicated the Australian Notifiable Data Breaches Scheme aim is to strengthen security and privacy laws by encouraging enterprises (entities) to improve their information security and privacy practices for personal data. In order to achieve these objectives an enterprise needs to better understand the three personal data types and three data collection types.

Personal data stem from three data types these are self-reported, digital exhaust and profiling data (see Table 1). With the advent of rich geo-location data and associative analysis such as facial recognition the magnitude of personal data is collected. Personal information that can be used on its own or with other information to identify, contact or locate a single person or to identify an individual in context. This magnitude of personal data that is being collected presents challenges for security in protecting such information from loss, or unintended or unauthorised access, use or sharing.

Type	Description
Self-reported data	Information people volunteer about themselves, such as their email address, work, education, age and gender.
Digital exhaust data	Location data, browsing history which is created when using mobile devices, web services or other connected technologies.
Profiling data	Personal profiles are used to make predictions about individuals' interests and behaviours which are derived by combining self-reported, digital exhaust and other data.

Table 1 – Three Types of Personal Data

UNDERSTANDING THE THREE DATA COLLECTION TYPES

There are three main data collection types, these are Personally Identifiable Information, Customer Information and Personal Health Information.

Type	Description
Personally Identifiable Information (PII)	This information includes such things as first and last names, home or business addresses, email addresses, credit card and bank account numbers, taxpayer identification numbers, patient numbers and social security numbers. It can also include gender, age and date of birth, city of birth or residence, driver's license number, home and mobile phone numbers.
Customer Information (CI)	Includes payment information such as credit or debit card numbers and verification codes, billing and shipping addresses, email addresses, phone numbers, purchasing history, buying preferences and shopping behaviour.
Personal Health Information (PHI)	Includes sensitive patient information such as medical conditions, past history and/or even family medical history information.

Table 2 – Three Data Collection Types

RISK MANAGEMENT, GOVERNANCE AND COMPLIANCE

The drivers for the Australian mandatory data breach notification regime stem from the growth of the digital economy and the continuous evolution of technology

advancements and the need for the enterprise to improve their information security practices for personal data. As such an enterprise should ensure that they have effective risk management, governance and compliance enablers to ensure that the security framework of people, policies and technology are consistent and measurable across the entire enterprise.

Your security framework should include a data breach plan that identifies the key responsible personnel who should be notified in the event of a data breach. The data breach plan might include risk mitigation processes and set out the procedures for identifying how to respond and evaluate the risk of a data breach.

A CONCEPT MODEL FOR DATA BREACH REPORTING

The following model provides a sample of what a data breach plan might look like. The model comprises of a high level quick assessment for identifying how to respond, evaluate the risk and possible preventative actions of a data breach and there is also a 7-step check list for data breach reporting.

DATA BREACH PLAN – RESPONDING TO DATA BREACH

The data breach plan should consider the following:

- Identify the key responsible personnel who should be notified in the event of a possible data breach.
- Evaluate the associated risks.
- Consider if you need to notify affected individual(s).
- Consider if you need to notify appropriate statutory bodies or other impacted organisations
- Put in place preventative actions for example preventing a repeat by documenting lessons learnt.

DATA BREACH PLAN – EVALUATING THE RISK

To determine what other steps might be needed, you should identify the type of data involved in the breach and assess the risks associated with the breach. Factors to consider could include:

- What type of data is involved?
- Who is affected by the breach?
- What was the cause of the breach?
- What is the foreseeable harm to the organisation if the data breach was the theft of company sensitive information?
- What is the foreseeable harm to the affected individual(s) if the data breach was the theft of personal information?

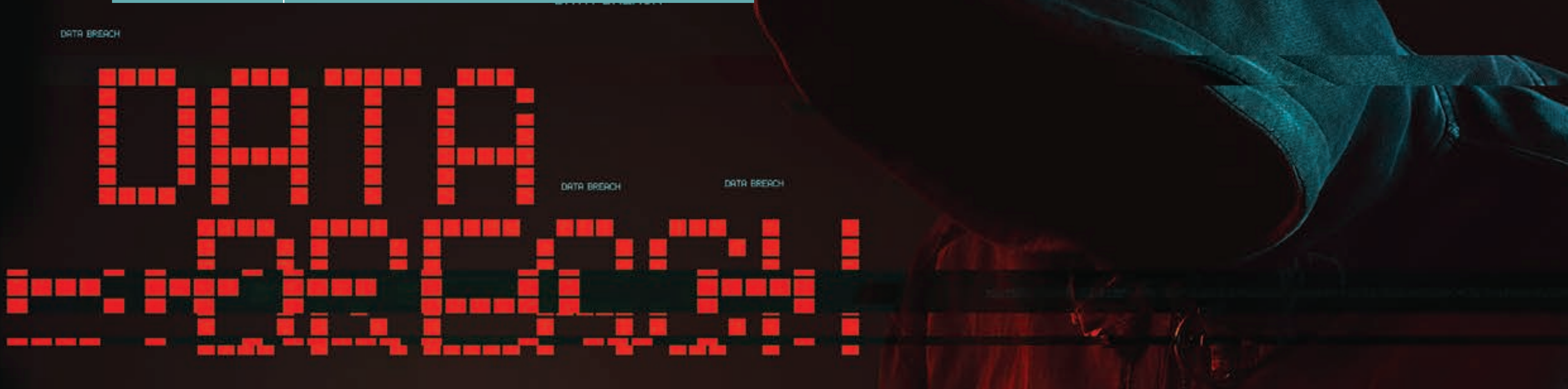
DATA BREACH PLAN – PREVENTATIVE ACTIONS

Produce a data breach report and include recommendations on how to prevent any further reoccurrence. Your data breach report might include the following preventative activities:

- Undertaking a security audit of both physical and technical security measures and controls
- Reviewing data protection, governance policies and any other policies and procedures that cover storing, protecting, security and privacy of data including the handling of personal data.
- Reviewing employee training procedures and practices
- Reviewing contractual obligations especially data protection clauses with contracted service providers and contractors

DATA BREACH PLAN – 7-STEP CHECKLIST

Type	Description
Step 1: How do data breaches occur?	Data breaches can occur in a number of ways for example: • Lost or stolen laptops, removable storage devices, or paper records containing sensitive company information and/or personal identifiable information. • Databases (including Cloud hosted solutions and Cloud vaults) containing sensitive company information and/ or personal information being illegally accessed. • Failure to comply with statutory regulations on data protection and/or privacy. • Employees or individuals accessing and disclosing sensitive company information and/or personal information outside of the authorisation of their job position. • Employees or individuals mistakenly providing sensitive company information and/or personal information to the wrong person. • Paper records stolen from insecure recycling or garbage bins. • Hard disk drives, external storage devices, multifunction printers or databases (including on premise business systems) being disposed of without the contents being erased.
Step 2: Data breach management and notification process	Your organisation should have a clear data breach plan in place. The data breach plan should identify the key responsible personnel, who should be notified and set out the procedures for identifying how to respond to the data breach. The data breach plan should consider some of the following: • How to contain the data breach. • Evaluate the associated risks. • Consider if you need to notify affected individual(s). • Consider if you need to notify appropriate statutory bodies or other impacted organisations. • put in place preventative actions for example preventing a repeat by documenting lessons learnt.
Step 3: How to contain the breach	Take whatever steps are needed to contain the data breach and minimise any potential damage to the organisation and/or individual(s). For example, take all possible actions to recover the data, shut down the system that has been breached and suspend the activity that lead to the data breach. If a third party is in possession of the data and refuses to return it, you may need to seek legal advice on what action can be taken to recover the data. When recovering the data, take all steps possible to make certain that copies of the data has not been made. If copies of the data have been made take all precautions possible to have these data copies recovered. Be careful when taking steps to contain the breach not to destroy any information that may be needed to investigate the cause of the breach.
Step 4: Evaluate the associated risks	To determine what other steps might be needed, you should identify the type of data involved in the breach and assess the risks associated with the breach. Factors to consider could include: • What type of data is involved? • Who is affected by the breach? • What was the cause of the breach? • What is the foreseeable harm to the organisation if the data breach was the theft of company sensitive information? • What is the foreseeable harm to the affected individual(s) if the data breach was the theft of personal information?



Type	Description
Step 5: Consider if you need to notify affected individual(s).	As part of your evaluation of the data breach you will need to consider if you need to notify affected individual(s). In general, if a data breach creates a risk of harm to an individual, the affected individuals should be notified. Prompt notification to individuals in these cases can help to avoid or lessen the damage by allowing the individual to take steps to protect themselves. Failure to notify affected individuals of the data breach may compound the damage for the individuals affected and reflect negatively on an organisation's reputation. Notification in these cases can exhibit a commitment to open and transparent governance. Note: Care should be taken. There are occasions where notification of a data breach to an individual can be counter-productive. For example, notifying individuals about a privacy breach that is unlikely to result in any adverse outcome for the individual might cause unnecessary anxiety. In either of these example cases you may wish to seek legal advice on how best to address the identified breach.
Step 6: Consider if you need to notify appropriate statutory bodies or other impacted organisations	As part of your evaluation of the data breach you will need to consider if you need to notify appropriate statutory bodies and/or other possibly impacted organisations. In general, if a data breach creates a risk of harm to the government or another organisation then you should identify any mandatory data breach notification regimes. In this type of data breach, you should seek legal advice on how best to respond.
Step 7: Put in place preventative actions for example preventing a repeat by documenting lessons learnt	Once the data breach has been contained, you should undertake further investigation to identify the circumstances of the data breach and determine all relevant causes. An outcome of this analysis should be documented and any lessons learnt should be incorporated into your data breach report. Your data breach report should also include recommendations on how to prevent any further reoccurrence. Your data breach report might include the following preventative activities: • undertaking a security audit of both physical and technical security measures and controls • reviewing data protection, governance policies and any other policies and procedures that cover storing, protecting, security and privacy of data • reviewing employee training procedures and practices • reviewing contractual obligations especially data protection clauses with contracted service providers and contractors.

Table 3 – Data Breach Plan – 7-Step Checklist

A WORLD OF CHANGE

In the beginning of this article we identified that 2018 has seen the dawning of a new era of strengthened security and privacy laws for personal data with the introduction of the Australian Notifiable Data Breaches Scheme (February 2018) and EU's General Data Protection Regulation (GDPR) in May 2018. The primary aim of these regulatory obligations is to bring accountability and transparency to organisations holding personal information.

Our world is one of constant change and risks. Upgrades, change of vendors, products and/or services all carry risks to the security, privacy and integrity of your policies, procedures, processes and business systems. There will be a need to use every ounce of your strategic sagacity, enterprise agility and leadership skills to motivate and lead people to respond to a rapidly changing, ambiguous and somewhat turbulent world.

As we navigate the hurdles provided by a constant world of change a new type of wisdom, knowledge and flexibility will be required to make sound decisions and have prudence to deliver them. The enterprise and the workers of the future will need to be flexible, resourceful, responsive and possess the foresight to constantly assess economic drivers, evaluate technology evolution, scrutinise their privacy by design processes in order to continually protect the security and privacy of both enterprise and personal data. This will require new digital leadership skills. Leadership skills that require a fusion of technology, business, adaptability, critical thinking, problem solving, communication, entrepreneurialism, innovation, and interpersonal skills.

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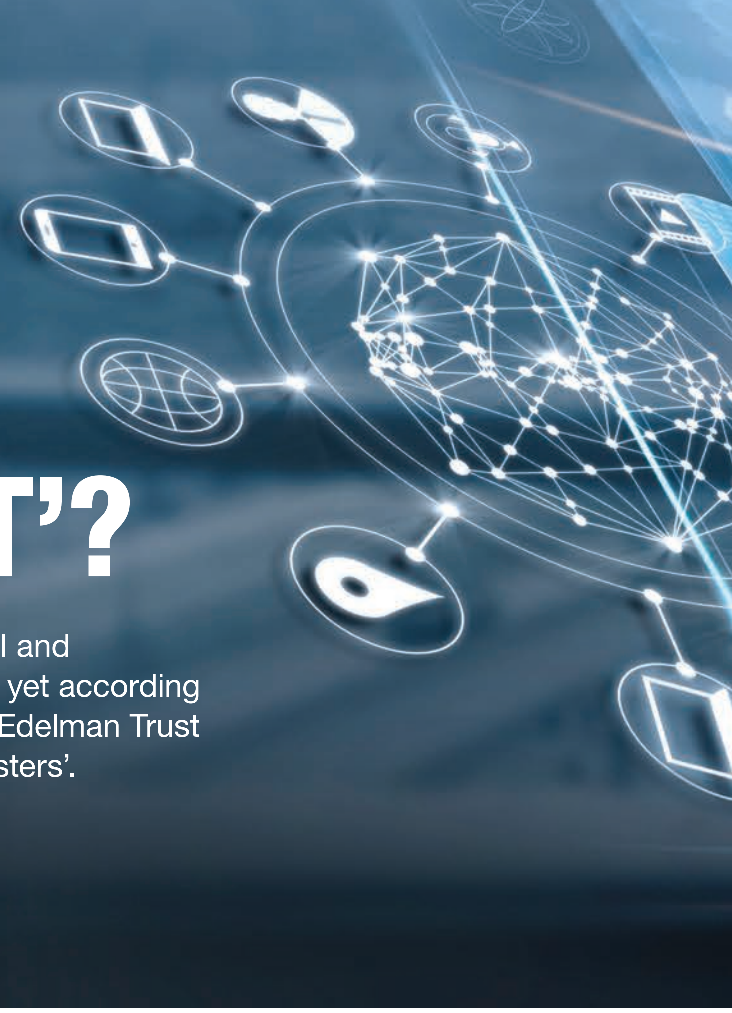


WHY ‘OPEN GOVERNMENT’?

In Australia we have one of the most stable, peaceful and functionally adaptable manifestations of democracy, yet according to established international measures, including the Edelman Trust Barometer, Australians are now entrenched ‘non-trusters’.

By **Elizabeth Tydd CEO, NSW IPC**
NSW Information Commissioner, Open Data Advocate

Healthy levels of criticism are an effective expression of a questioning and informed society. However, in Australia only 35% of people trust the government.[1]

In particular:

- 90% of people believe that they are without influence over the federal government
- 58% of people are not satisfied with how democracy works

and only:

- 22% of people believe they have the chance to participate in decisions that affect them and their community if they want to
- 16% of people believe that politicians are accountable to the people
- 3% of people believe that politicians usually find a good middle ground on policy.[2]

If trust in government diminishes, citizens question the reliability of their leaders and the institutions they represent. A decline in trust is a key factor in the rise of popularist alternatives. It makes the general business of government harder to deliver and long-term policy less likely to be addressed.

Open Government provides the antidote to the continuing crisis of trust in government that threatens democracy and our ability to engage with and serve citizens effectively and efficiently.

The pillars of Open Government: accountability, transparency, public participation and digital transformation must be collectively harnessed to adapt to the demands of a more informed and assertive citizenry.[3]

WHAT ARE WE DOING TO OPEN GOVERNMENT?

Under Australia’s federated model the Commonwealth, states and territories have enshrined the right to access information.

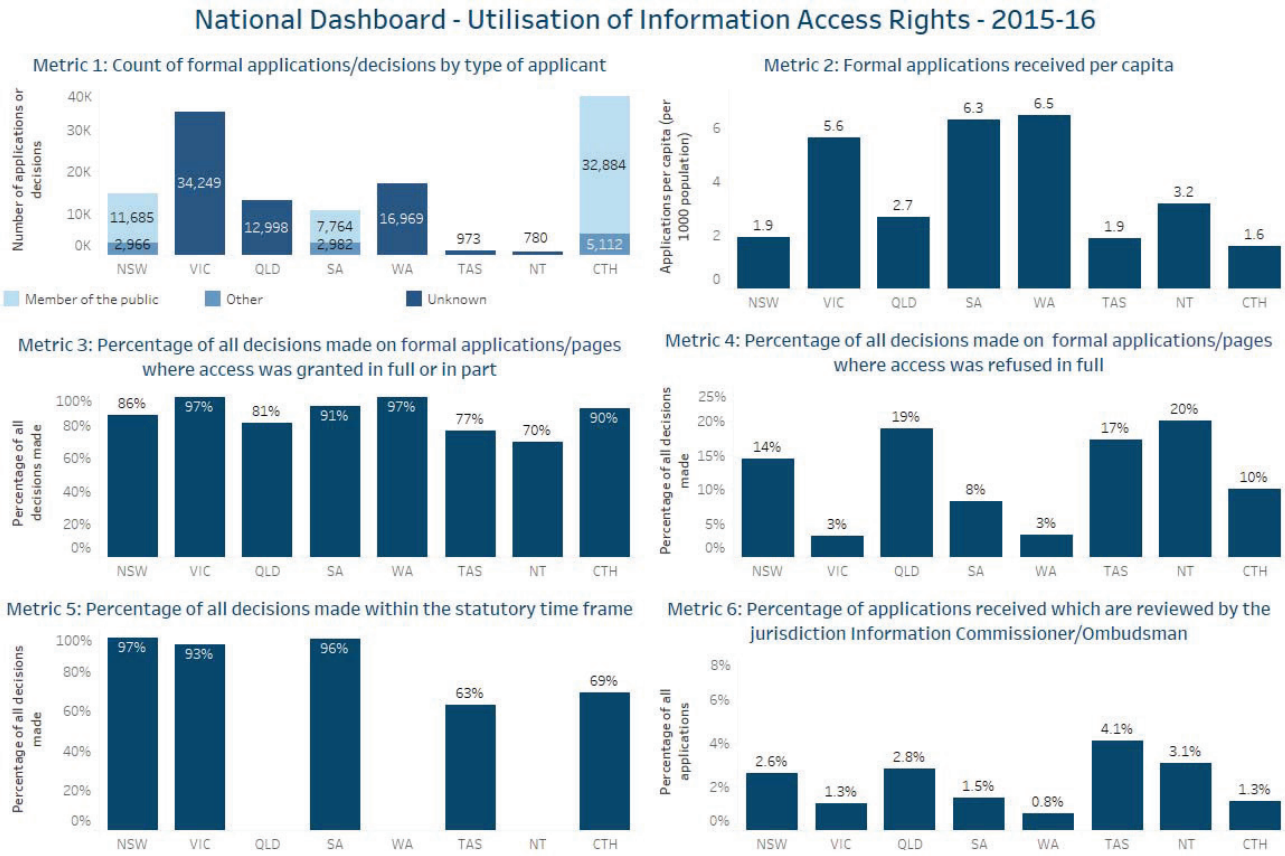
Under Australia’s federated model the Commonwealth, states and territories have enshrined the right to access information. That right is integral to Open Government. As one commentator described:

For democracy to work, citizens need to know what their government is doing. Then they can hold government officials and institutions accountable. Over the last 50 years, Freedom of Information – or FOI – laws have been one of the most useful methods for citizens to learn what government is doing. These state and federal laws give people the power to request, and get, government documents. From everyday citizens to journalists, FOI laws have proven a powerful way to uncover the often-secret workings of government.[4]

This legislated right to information is necessary but not sufficient to achieve Open Government. A broader commitment is needed and is now emerging.

In late 2015 Australia expressed its commitment to the Open Government Partnership (OGP). The OGP is an

National Dashboard on the Utilisation of Information Access Rights for 2014-15 and 2015-16



Data on the number of decisions made within a jurisdiction's statutory time frame is not available from QLD, WA and the NT.

international initiative established in 2011 that aims to secure concrete commitments from governments to promote transparency, empower citizens, fight corruption and harness new technologies to strengthen governance. There are over 70 participating countries and 15 sub-jurisdictional members.

The OGP principles are:

1. Accountability
2. Technology and Innovation
3. Citizen Participation
4. Transparency.

Open Government Partnership

Australia has now finalised its inaugural Open Government National Action Plan (NAP) enshrining 13 commitments to promote:

1. Transparency and accountability in business
2. Open data and digital transformation
3. Access to government information
4. Public sector integrity
5. Public participation and engagement.[5]

THE IMPORTANCE OF THE RIGHT TO ACCESS INFORMATION

In 2015-16, 129,362 Australians exercised their right to formally apply to access government information.

As NSW Information Commissioner I led a commitment under Australia's first NAP on behalf of state, territory and the Commonwealth Information Access Commissioners/ Ombudsmen. That commitment resulted in the development of metrics, including annual publication of data

The metrics are the first of their kind and enable the community to examine the performance of their local FOI laws and to advocate accordingly, as well as improving community understanding of how FOI laws work and how to access them.

Importantly the legislation in each jurisdiction differs. Information Commissioners/Ombudsmen have developed a legislative compendium to accompany the metrics and provide an additional lens through which to evaluate the operation of the right to access information.

Since 2014, the IPC has conducted a biennial community attitudes survey to assess the perceived importance of the right to access government information. Between 84% and 89% of respondents over the last four years and three surveys, view the right to information to be very or quite important.

So culturally within NSW the right to access information is overwhelmingly important.

The right to access government information provides the foundation of integrity upon which an open, fair and effective democratic system of government can be established and function. This right also provides the most secure and faithful source of accountability to citizens served by democratically elected governments.

This legislated right to information is necessary but not sufficient to achieve Open Government. A broader commitment is needed and is now emerging.

COLLECTIVE ACTIVATION OF OPEN GOVERNMENT PRINCIPLES

Open Government is a broad concept that relies upon activation of four pillars: government accountability, transparency, public participation and the application of innovation and technology to synergistically operate to promote and advance our participatory democracy.

The opportunities presented through the rapidly expanding digitisation of government records will promote and support these principles. Community expectations of government regarding custodianship and access to information are transforming. Only 10% of the last generation of Australians had the benefit of a tertiary education. In the current generation 30% of Australians have a tertiary education. Their expectations of government and democracy have increased and evolved. Technology facilitates transparency, accountability, public participation and collaboration. Government information including data must be responsibly harnessed and applied to deliver more Open Government and restore trust in government.

ABOUT THE AUTHOR

Elizabeth Tydd is the NSW Information Commissioner, Open Data Advocate and CEO of the Information and Privacy Commission. As a statutory appointee and executive leader Elizabeth has implemented regulatory reform across legal, public, NFP and commercial sectors. Elizabeth has a deep understanding of integrity and governance from a statutory, board and executive perspective.

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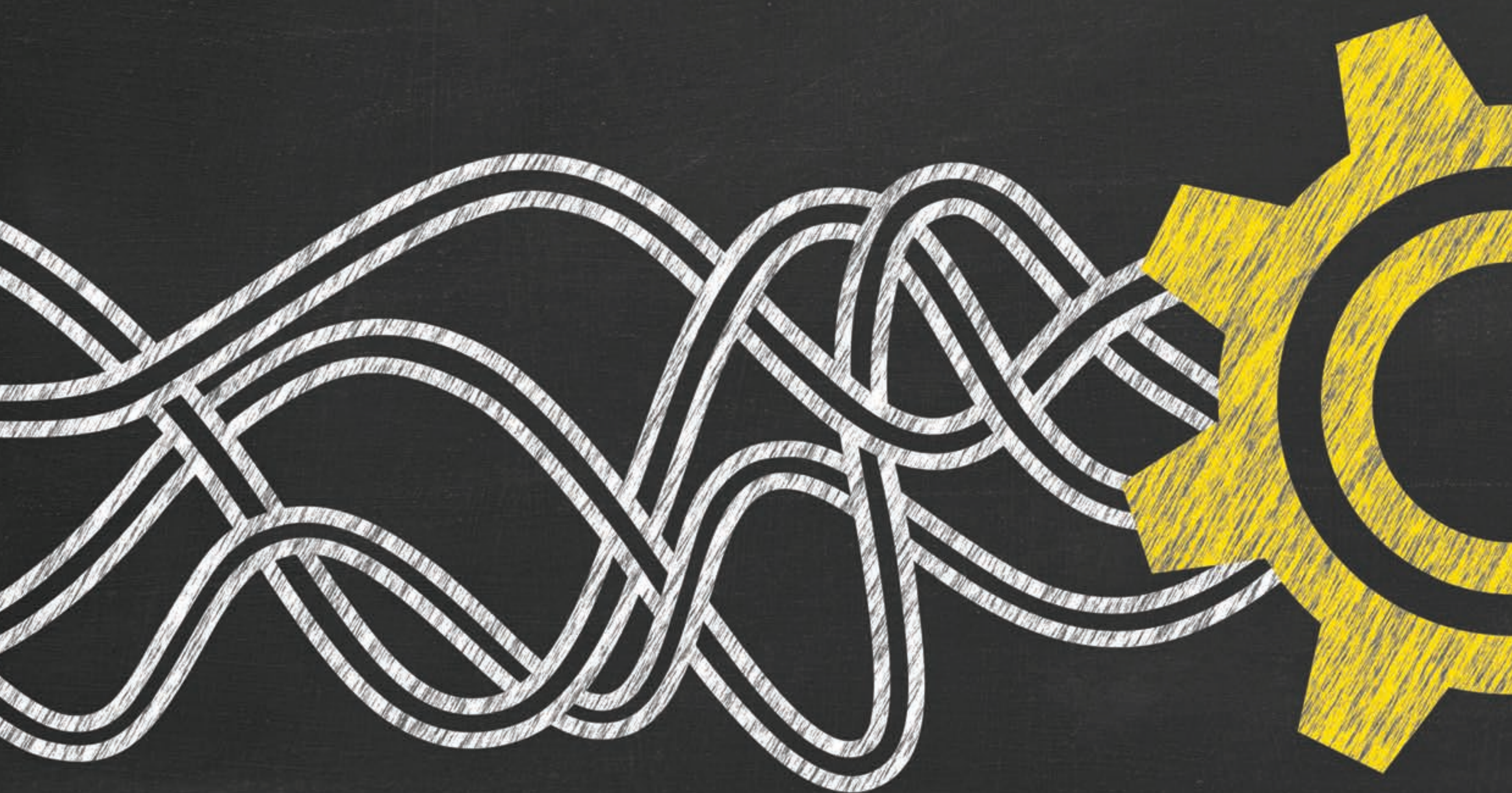


INFORMATION MANAGEMENT HOUSEKEEPING

By Paul Whiffen

Information and document management is an effective enabler and component of knowledge management (KM); without being organised and disciplined in this area, then the organisational memory and KM generally will suffer. I thought I'd share a story of how this can be tackled.

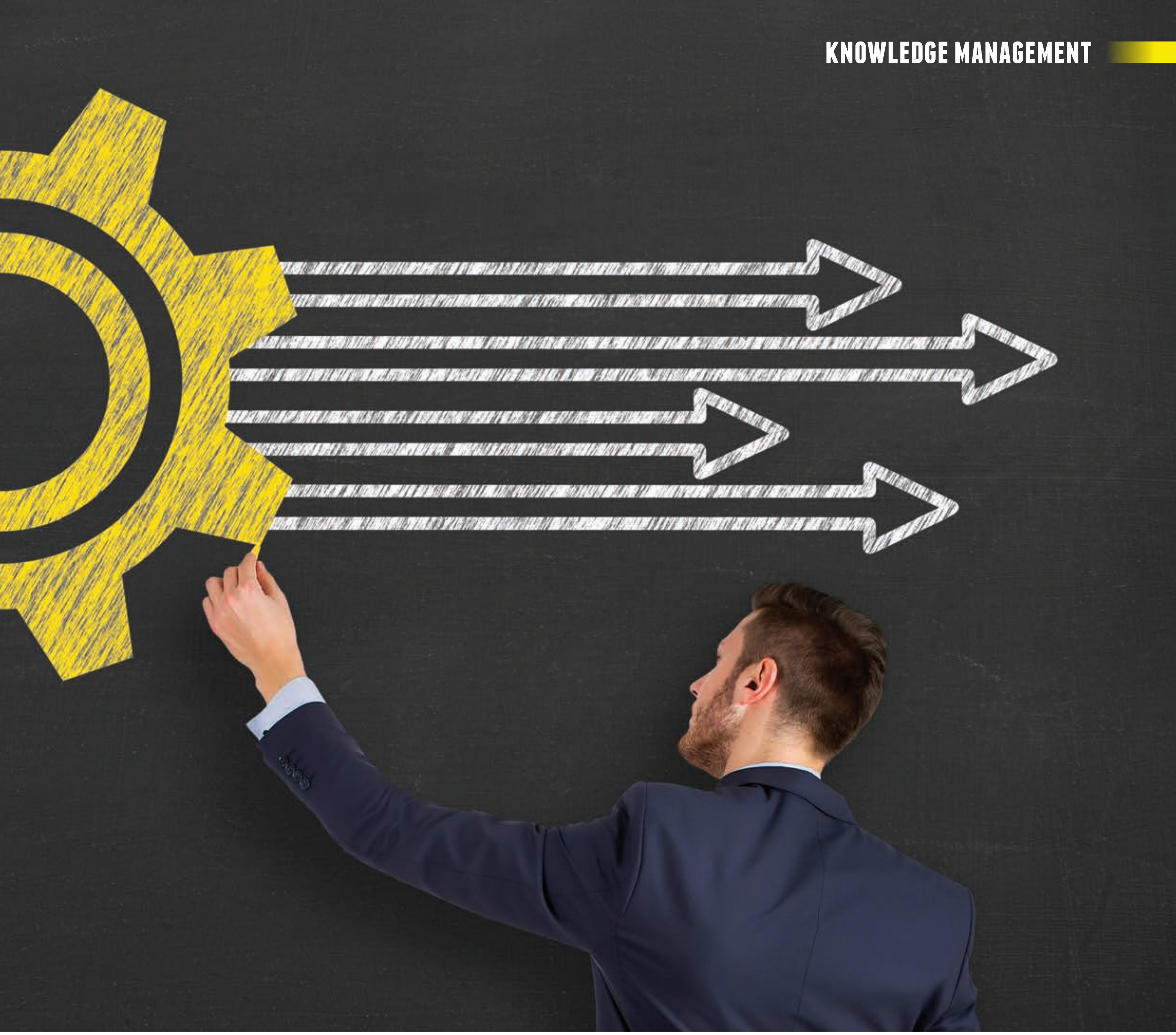
Some years ago, I joined an organisation consisting of around 400 people. Right at the start, the CEO asked me to not only introduce KM, but to help him sort out their document and information storage. They had not had 'housekeeping' on this for the lifetime of the organisation (20 years) and they had huge amounts of data stored in folders on servers. There were folders, sub-folders, sub-sub folders, sub-sub-sub folders etc, and many were lost or forgotten because they had been set up by people who had left years ago. People often couldn't find things and the whole approach to information management in support of KM was informal and ad hoc.

In summary, it was a mess (in the CEO's own words), and you could almost see the digital cobwebs and dust in some areas of what they had stored.

The organisation had no Intranet yet, but this would be coming in about six months' time. I recall one senior manager saying, "Surely the arrival of the Intranet will automatically mean all this mess will be cleaned up?" I thought this was naïve and even while he was saying it I could see that he didn't really believe this. The response I wanted to say to him, but didn't (I found some more diplomatic words in reality!), was, "If we don't sort this mess out, the arrival of the Intranet will simply mean we will end up with a more technologically advanced version of the same mess."

It was agreed that what we needed to do was to open up a new server drive; set up some new logical folders on it; get the organisation to move their documentation from the old messy

Surely the arrival of the Intranet will automatically mean all this mess will be cleaned up?



drive (the 'S Drive') to the new one (the 'T Drive'"); and use this migration process to review, rationalise, and tidy up.

Then, having done that, the thinking was that, when the Intranet arrived, we would be in a much better situation to migrate to it.

In preparation, I had various meetings with the CEO/top management and agreed a folder structure on the new T Drive that linked to the key activities of the organisation.

Department Heads were made accountable for owning and maintaining their documents, and they each also set up a local, part-time Information Manager role to delegate this to.

So, the new T Drive folder structure was set up and ready to receive data/documents. I must admit, I was learning all of this as I was going along because it was near the start of my KM journey, but the CEO seemed to trust me!

The CEO then sent an email to the organisation saying they had six weeks to review all of their data on the S Drive and move it across to the new T Drive – anything left behind would be archived.

Six weeks later it was done. All key activity areas (what I would now call knowledge domains) had a new, structured document area with accountability and resource roles to maintain it. I had set up a community of Information Managers who would meet weekly to help each other…

When the Intranet arrived, this exercise formed a useful foundation to receive it, as we had hoped… nowadays, I always think it's best to keep on top of such information management housekeeping, so it never becomes a large task to recover it. Just like actual housekeeping...!

ABOUT THE AUTHOR

Following a career in offshore oil and gas, Paul got into KM in 1997 and hasn't looked back since. He has been head of KM for three different organisations in different sectors, and established his own KM consultancy, Hartfield KM Consulting, in 2016.

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COMMUNICATION: IT'S OUR ACCOUNTABILITY

Now is not the time to keep quiet. Records and Information Management (RIM) leaders need to communicate information, thoughts and ideas clearly and frequently in different media.

By **Kevin Dwyer**

Whenever I hear people say "they don't understand", or "they don't listen", I'm often reminded of an old maxim I learned many years ago, that when you point a finger, there are three fingers pointing back at you.

It's my contention that when we communicate, the communicator is accountable for both their own behaviour, and that of the listener. Thus, it is insufficient to blame the listener if or when something goes wrong.

Just so we can be clear, let me first define 'accountable' and 'responsible'. Those who are responsible actually complete tasks. The responsible person is responsible for action or implementation. Responsibility can be shared or delegated.

Those who are accountable are ultimately answerable to the activity or decision – just ask Sepp Blatter. This includes 'yes' or 'no' authority, and veto power. Only one accountable person can be assigned to an action, and accountability can't be delegated.

If we accept that definition of responsibility and accountability, then only the communicator can be accountable. Both the communicator and the listener have responsibility, but only the communicator has accountability.

When people communicate, they think about what message they want to pass on. In their mind, their message is clear. Because we haven't (yet?) mastered telepathy, that message then needs to be translated into a communicable form. To communicate, we use words – both spoken and written. We might also use pictures or graphs. Consciously or unconsciously, we supplement spoken or written message with our tone and pace of voice, gestures and facial expressions, and our choice of clothing and grooming. We also choose the medium for our communication – perhaps email, or PowerPoint, documents, posters, videos, face-to-face or webinars. We also choose whether our communication is going to be one-to-one or one-to-many.

We do much of this based on our mood, upbringing, personality, and thinking preferences.

When we are on the receiving end of a communication, we receive the message encoded in its medium, and through the prism of the conscious or unconscious choices of the original communicator. We then equally decode it based on our mood, upbringing, personality, and thinking preferences.

The receiver then usually, but not always, responds in kind, becoming the communicator and the other person the listener.

There is a lot to go wrong in this cycle of encoding and decoding of thoughts.

Communication becomes even more difficult when you factor in the peculiarities of memory. The primacy and recency effect (where you remember the first or last message you hear), the repeated message (like three-word political slogans), the shock message, and the one where you remember messages you never heard, but that sound plausible because they're similar to ones you have heard.

Everything up to this point has been proven by readily available research. Many of you might be reading this article

thinking "nothing new there, Kevin".

But if we are all aware of these facts, then why do so many people, when they are communicating, either refuse to acknowledge or forget that the person who is accountable is the one who wants to get the message out? The one who wants to change people's behaviour? The one who wants the business case approved, or who wants to reduce the risk that new systems will have patchy or low adoption?

I ask myself this in frustration when, over and over again, I see and hear people not taking the time to think about what they want people to feel, think, and do as a result of being exposed to a communication. They don't think about the key message, or how often they should repeat it, or the channels they should use, or who should be seen delivering the message. Is it a senior person? Peer? Technical expert? A person with charisma? (They need not be mutually exclusive).

Further, they also forget to think about measuring the impact of their communication, either by simple paraphrasing in one-on-one communications, or by using surveys to understand the impact of one-to-many communications.

What tends to happen most often, over and again, is the dismal recourse to email as the exclusive channel of communication. Or the use of emails and a staff meeting where 'questions can be asked'. Even when a communication strategy has been thought through and has a reasonable budget, I often see a focus on creating outputs rather than outcomes.

From experience and our own research, I can say that poor or non-existent communication strategies always result in low levels of adoption of new behaviours, or poor adaptation to changing circumstances.

So here are a few tips on communicating during change.

DO

- Determine who your stakeholders are and group them by what topics you need them to take action on. In some cases, you may deliberately want them to take no action.
- For each topic of communication, think about what you want each group of stakeholders to think, feel, and do about the topic.
- Consider their personality, work and life experiences, biases, thinking preferences and tailor the nature of the communication accordingly, including the choice of channel.
- Consider whether you need to approach a topic in stages to introduce and clarify the topic before trying get action to be taken.
- Consider who would be the most believable or trusted, or even most likely to be adhered to and send the message from them.
- Consider how messages can be seen as emotive by the recipient. Find out the 'what's in it for me?'
- Circulate important documents such as a business case with key stakeholders before important meetings.
- Consult with your stakeholders.
- Consider what symbols can be used to tie all the messages together; this is very powerful in advertising and can work for you too.
- Work out how to measure the impact of communications and tweak the strategy and plan as necessary.
- Use different strokes for different folks. We are not all wired the same.
- Emphasise what has ended.

DON'T

- Use emails and expect to succeed.
- Cut and paste your last communication effort even if it was successful. Different environments with different people require different strategies even if the differences are subtle to the untrained eye.
- Use only one-way communications.
- Tell people what to do unless you are in a dire crisis or in a command and control environment.
- Set and forget your communication if the change is over a long period of time. Take the effort to refresh it.
- Forget to celebrate successes along the way.

Getting communication right can be difficult because of the complex array of filters that distort, replace, and eliminate our key messages to any group of stakeholders. However, it is one of the more powerful weapons in driving people to adopt new behaviours or adapt to new circumstances. Don't fall into the trap of eschewing your accountability for the outcomes, concentrating only on your responsibility for the outputs.

13 COMMUNICATION TIPS FOR INFORMATION MANAGEMENT PROJECTS

Effective communication, in an Information Management Project, involves much more than sharing information – it is about building trust. Leaders who are trusted, even in times of what people perceive as difficult, are skilled communicators. Use the following communication tips when managing change in an information management implementation.

1 COMMUNICATE RELENTLESSLY

Now is not the time to keep quiet. RIM leaders need to communicate information, thoughts and ideas clearly and frequently in different media. Find ways to share information; keep processes open and transparent.

2 LISTEN

Good communicators are also good listeners. Allow people to air their complaints about the new processes, their loss of control or their misapprehensions about the EDRMS and about how unworkable the business classification scheme is. Pay attention to what others are saying, thinking and feeling. What is said? What is left unsaid? What does this mean in terms of the blockers to change which may need to be assuaged, and what are the motivators for change which can be leveraged?

3 EXPLAIN THE CHANGE

People are often sceptical of change. Share your thinking and the trade-offs you've weighed – not just the final decision or strategy. Explain the benefits of better information management practices, in their words, not yours. Ensure you do explain the benefits and not just the features.

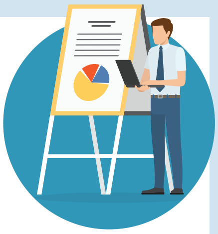
4 MAKE AN APPEAL

Draw on a sense of loyalty, courage, morality, or other principles that tie the organisation's change strategy to what is important to people. It might be about how better information management processes and better access to information to those with a need to know can save lives, improve profitability, make jobs easier, improve decision making or improve customer service and improve the environment.

5 ARTICULATE EXPECTATIONS

Clearly explaining why, how and when things need to happen, sets expectations and creates a healthy level of stress and pressure. It also establishes a mechanism for monitoring and addressing performance. Be clear about the roles of users and superusers (if you have any). Make it clear that good information management practise is a user and a line management responsibility and that the RIM team is accountable for creating a good framework and responsible for providing advice.

6 BE VISIBLE



If you communicate well, you won't be out of sight. Find ways to interact with all of your stakeholder groups. Talk to the business about the changes. Ask them about the opportunities to solve problems with the functionality of the EDRMS.

7 CONFRONT PROBLEMS AND CONFLICT

Don't postpone dealing with challenging issues or conflict. By avoiding the difficult people or difficult issues, you can do great harm to yourself, your co-workers and your organisation. Seek out opportunities to solve problems and bust the myths and stories which pervade organisations who have had a failed implementation of an EDRMS with low levels of adoption. Welcome the naysayers. They are better to deal with than workers who might say nothing about their fears but still act in negative ways because of them.

8 BE HONEST AND OPEN

A commitment to genuine change requires honesty, clarity and truth. An effective leader will ask the hard questions and foster an environment of honesty and candid discussion. Be clear about what the scope of the Information Management Project is. Also be clear about the responsibilities staff may have in addition to their existing tasks. Sell the benefits of having information available from a single source of truth at the point of need as the trade-off, rather than diminishing the changes people may have to make.

9 SHOW RESPECT

Treat people with genuine concern and sincere consideration. Spend time with them, ask them about the things they are interested in and consider their needs as important as your own. Ask them about their processes and current ways of doing things. Respect their fears.

10 MAKE ROOM FOR DOUBTS

Establish a climate that processes resistance rather than attempting to squash it. Don't dismiss, or label employees too easily or too quickly. For example, listen to their concerns about security of the information they wrongly believe is theirs, and show them how the EDRMS enhances security whilst enabling others to benefit from that information.

11 DON'T DISMISS THE OLD

Ignoring, demeaning, or dismissing people prevents them from moving on. Help people through transition by acknowledging their history and attachments. Ensure that the lessons of the old ways of doing things in managing records and information are learned and transferred to the new information management processes.

12 TRUST PEOPLE TO HANDLE THE TRUTH

Tell them what you know and own up to what you don't know. Avoid putting a false positive spin on decisions or events that are inherently negative or difficult to handle. Let people know when decisions might be made about issues such as the BCS, security, document types, policies, processes and training and post-launch support if you don't know what the decision is.

13 DEMONSTRATE THAT YOU CAN HANDLE THE TRUTH

People may not readily tell you the truth or give you feedback. You have to set the tone and model the behaviour that makes truth telling okay. Stay connected to a broad circle of people and make it clear that you want them to share their concerns and ideas. If you do have what you consider a cohort of passive aggressive people, go on the front foot and use a negative brainstorming session or a challenge session to flush out the negative thoughts so they can be dealt with in the open.

ABOUT THE AUTHOR

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

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TRAINING FOR PERSONAL SUCCESS

An inForum 2017 Presentation

Professional Development in the digital age is about our own empowerment. It is less about how 'we' prepare ourselves for our work and more about how 'I' prepare myself. This apparent subtle shift in language from 'we' to 'I' reflects the deeper changes wrought on the workplace by digital technologies.

By **Chris Foley**

The modern workplace is not static. Roles are constantly evolving and do not fit into the neat occupational boxes of the past. Therefore, our approaches to professional development must change as well. It is less about bodies of knowledge and skills, and more about refining and challenging one's capacity to learn new ways of approaching problems. Learning how to learn is the new catchphrase.

The modern professional workplace has changed in many profound ways. Modes of work, technology and roles have changed. The workplace is less a place than a concept. Technology is both a tool and our constant companion.

Roles have been splintered and refashioned in ways unimaginable in the past. Therefore, our approaches to professional development must also change. We need to train ourselves in asking the right questions about how to develop and build a career path for what we want in a changing world.

CHANGES TO THE 'HOW' OF WORK

Work was once defined for many workers as attending a specific place of business, during standardised working hours and performing tasks that uniquely differentiate job roles. However, technology has changed how work is performed giving rise to what is known as the 'digital worker' and the 'gig worker'.

The 'digital worker' is a worker who performs their work over the internet away from an office, whether inside or outside standard working hours. In a 2014 study by Australian Communications and Media Authority, it was found that 49% of Australian workers now describe themselves as digital workers. While some of these workers are simply splitting their work-time between a conventional office location (with a single employer), an increasing proportion of workers work remotely as their usual mode of work, working for multiple employers thanks to the 'anywhere, anytime' facility offered by the internet.[1]

Taking this definition further we arrive at the 'gig worker' – a workforce in which temporary positions are common and virtual organisations contract with digital workers for short-term engagements to create virtual jobs. The proportion of the workforce that comprise of gig workers is growing. A 2014 study conducted by freelance marketplace Elance-oDesk found that 30% of the Australian workforce had undertaken freelance work in that year.[2]

CHANGES TO THE 'WHAT' OF WORK

Concurrent with changes to how work is performed has been changes to the work itself, creating what is known as the 'hybrid' worker. In the past, many job roles were clearly defined – professional, secretary, manager as examples. Each contributed to the delivery of a shared output. However, technological change has meant that, from a desktop or mobile digital device, a single worker can contribute, arrange and approve content. Similarly, organisational restructures have split, realigned and downsized roles requiring individual workers to be more efficient and more versatile in the range of skills that they must display to 'get the job done'. Generational change is also a factor, with Generation X and Generation Y staff left to get on with work while corporate knowledge and skills are departing the organisation with the retirement of the larger baby boom generation.[3]

A review of employment advertisements on www.seek.com.au illustrates the rise of the hybrid worker within the Information Management (IM) profession. Alongside a continuing demand for traditional records officers' who will file documents, retrieve records and conduct records retention and disposal activities, we see also roles for business analysis, trainers and technical support staff. Such roles must combine traditional competencies involving records classification and metadata with skills formerly performed by other job roles. Sample job advertisements include:

- (Business Analyst, Sydney, 24 May 2016): *…Functional and technical skills required…Microsoft Office; SAP; TRIM; SharePoint; HP Quality Centre…Facilitate workshops…conceptual modelling skills to translate business view of the solution to bring business, technology and delivery groups together…Be familiar with project management techniques and processes…Experience in working in a SDLC environment…*[4]
- (SharePoint Developer (Document Management Specialist), Melbourne, 5 June 2016): *…experience building metadata driven…EDRMS…solutions in SharePoint….information taxonomy, information classification and architecture…Run workshops to identify information hierarchy and metadata structure and values of the business groups...Develop document management best practices/guidelines and standards…*[5]
- (EDRMS and Records Management Trainer, Canberra, 27 May 2016): *…Strong EDRMS knowledge to deliver holistic EDRMS training……Knowledge of Active Directory and how this manages EDRMS profiles and Security and Access in the System……Deliver and administer all EDRMS Basic User eLearning …An understanding of Business Classification Scheme and the retention of records…ability to troubleshoot EDRMS issues when conducting training sessions…ability to deliver and administer face to face EDRMS and records management courses…*[6]

> *… The onus for career development has shifted from the employer to the individual worker …*

HARD SKILLS VS SOFT SKILLS

Job role descriptions are aggregates of 'hard' skills and 'soft' skills that figure in the expectations of the role of an employer. Hard skills are the skills '…that get your foot in the door... [while]…soft skills will keep you there'.[7]

Hard skills are those that can be measured and are usually acquired during formal training.[8] A 2014 study, by LinkedIn identified the top five in-demand hard skills qualities by analysing over 350 million jobs. Those being:[9]

1 Statistical Analysis and Data Mining.

2 Middleware and Integration Software.

3 Storage Systems and Management.

4 Network and Information System.

5 SEO/SEM Marketing.

Soft skills are somewhat less tangible, such as interpersonal and communication skills, and can be acquired in any area of one's life and transferred into work situations. In a 2014 study over 260 employers in the United States (including large corporate firms such as Chevron and IBM), identified the top five in-demand soft skills: These include:[10]

1 Work in a team structure.

2 Make decisions and solve problems.

3 Communicate verbally with people inside and outside an organisation.

4 Plan, organize, and prioritise work.

5 Obtain and process information.

While encompassing many different job roles, these studies provide a stark picture of what employers expect from their employees.

KNOW THYSELF

A 21st century career, at times, can seem like a life based on shifting sands with expectations continually changing. Yet such change can be turned into a personal advantage – by actively shaping one's own career and conducting a personal career self-assessment – to foster an ability to train yourself in taking charge of your career.

Start with an honest assessment of your own personality. Not everyone will be happy and effective in every work situation although finding the right combination of role and workplace is essential to career success. Take a formal personality assessment such as the Myers-Briggs Type Indicator, or simply talking with people and trusted colleagues who know you will yield valuable insights.[11]

Start by asking yourself simple questions and move onto more complex questions:

- **Reflect on your past:** what roles have I done? What hard skills did I acquire? What roles have energised me and which roles didn't? What did I learn about myself at differing points in my career?
- **Reflect on your present:** what is my current role? What hard skills do I have that relate to my role? Am I growing as a person? Am I contributing to my colleagues and my organisation? Have I achieved all that I can do in this role? Am I balancing all aspects of my life?
- **Reflect on your desired future:** sometimes career goals are clear and at other times they aren't. However, a goal that is just about getting away from the current situation can only be a short-term goal. Deeper questions need to be asked to discern what type of role you should be striving for.

ALIGN YOUR SKILLS TO EMPLOYER EXPECTATIONS

Research job trends: sign up to employment websites and create alerts for a range of skills and roles. Review the results that come back and investigate any patterns that emerge. Use Google for further research about individual skills required and predictions about what are the in-demand skills over the coming years.

Research skill matrices: review Australian vocational training packages, as they provide useful indications of how skill-based competencies can be aggregated into occupational skill sets. For example, of the 11 broad industries represented by the packages, innovation and business industry sectors, group together occupations such as business administration, management, project management and records management.[12]

Google 'skill matrices' to break down further what types of skills relate to various occupations. For example, the National Archives of Australia published a skill matrix for IM Professions (Digital Information and Records Management Capability Matrix).[13]

Itemise the skills and experience required: establish any skills that you don't have and seek opportunities to acquire these skills either through new experiences or courses. Sometimes just stepping up in your current role to take on new responsibilities will put you in a strong position to apply for the next role.

Explore formal courses: research courses at Universities, TAFE institutions and other RTO providers. Also, investigate courses by accredited professional associations. RIMPA and the Australian Society of Archivists (ASA) are excellent organisations for IM professionals. Perhaps also investigate courses offered by other professional associations which share similar vocational concerns. The Australian Institute of Training and Development (AITD) and the Association for Information and Image Management (AIIM), for example, both offer courses that relate to the core competencies of IM Professionals.[14]

Network: LinkedIn is not just a collection of current and former workplace friends. It is a professional brains trust that can be harnessed for useful professional information and advice, and to connect you with new job opportunities.

Keep in regular contact with your professional network and be willing to share as much as you receive. For the price of a few coffees, you might find yourself in a conversation that leads to someone saying: "We've been looking for someone just like you."

In conclusion: the world of work has changed and is continuing to change in the 21st century. Modes of work, technology and roles have changed. The onus for career development has shifted from the employer to the individual worker who is increasingly charting a personalised career path. Career success requires honest self-appraisal and research. We must train ourselves in critical self-reflection – to understand both our varied personalities and the special skills that we each bring to our careers. We need to look for patterns in the workforce and determine for ourselves how to equip ourselves for the varied challenges that we might face in our careers. Career success in the 21st century is achievable if we see ourselves as the first and foremost trainer in our own lives. ❖

ABOUT THE AUTHOR

Chris Foley (BA (Soc Sci), BA (Hons), Grad. Dip. Ed. (Sec), MEd, MA, MIMS) has worked in many varied roles across education and information management. He holds also Australian vocational training qualifications. Each role performed and qualification completed have in some way prepared him for the next role in an ever changing world of work, including in his current role as an independent ECM consultant. His recent projects have included the design and delivery of automated business processes and the preparation of supporting user education.

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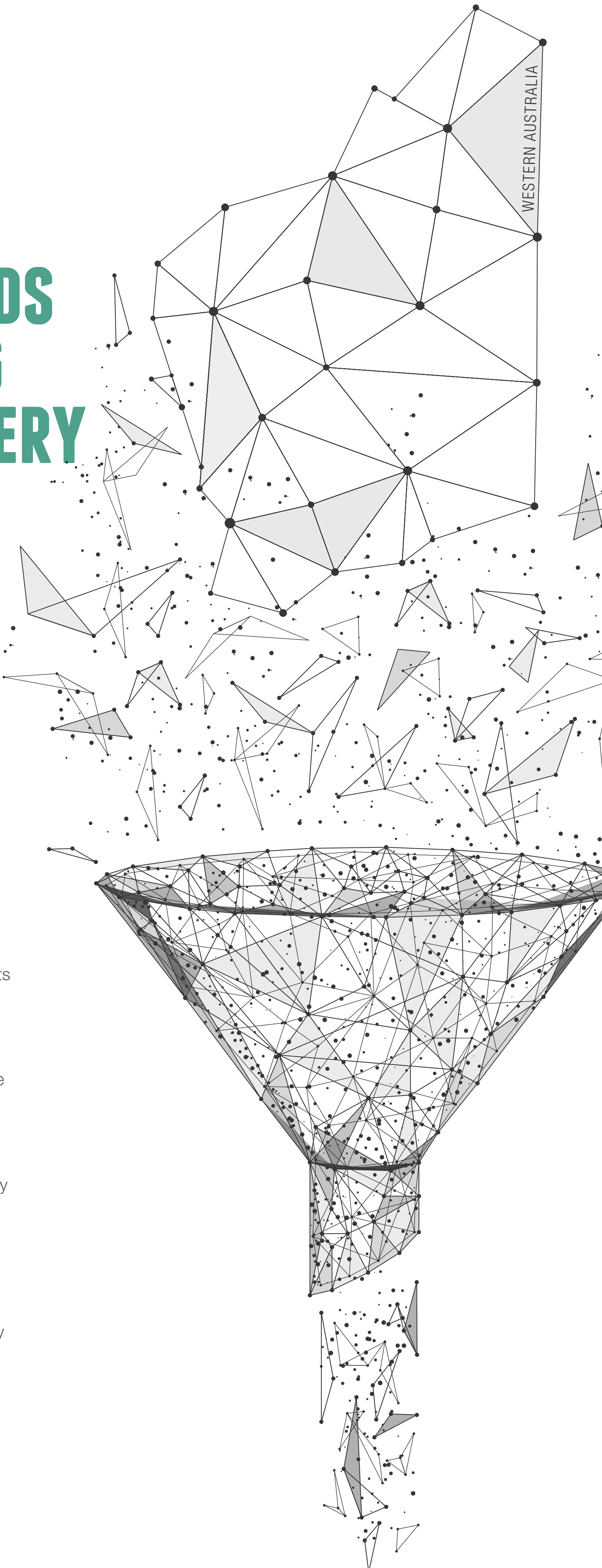
6. EDRMS and Records Management Trainer (Canberra, 27 May 2016 on seek.com.au)
7. Leah Arnold-Smeets (2014), '5 Hard and Soft Skills That Will Get You Hired'.
8. 'Hard' skill definition taken from McGill University: Career Planning Service [webpage] (2017) Self-Assessment.
9. LinkedIn report 'The 25 Hottest Skills That Got People Hired in 2014' cited in Arnold-Smeets (2014), '5 Hard and Soft Skills'.
10. 'Soft' skill definition taken from McGill University, Self-Assessment; National Association of Colleges and Employers (NACE) report cited in Arnold-Smeets (2014), '5 Hard and Soft Skills'.
11. The Myers & Briggs Foundation [website], 'The 16 MBTI Types'.
12. For general information on Australian vocational training packages, see: Training Services Australia (2014), 'Introduction to Training Packages', Version 1.1.2, July 2014; For information on training packages relating to Information Management, refer to: iVet (2011) [website], 'Innovation and Business'.
13. National Archives of Australia (2017) (webpage), ' Digital Information and Records Management Capability Matrix'.
14. See AITD (webpage), 'Professional Development: Online'; AIIM (webpage), 'Deep Dives'.

MANAGING RECORDS IN TRANSITIONING THROUGH MACHINERY OF GOVERNMENT



Machinery of Government (MOG) reforms are instrumental to improving delivery of essential services to the Western Australian community by leveraging digital efficiencies, however, good recordkeeping practices need to be adopted to achieve this objective without unintended consequences.

By **Suparna Chatterjee**

In April 2017, Premier Mark McGowan announced the first round of MOG changes, made effective from 1 July 2017. The objective of MOG reforms is primarily to consolidate the number of State Government departments from 41 departments to 25, resulting in savings and better service coordination. This change has resulted in agency amalgamations, transfer of functions and services, staff moving to other entities and in some cases agencies being abolished. The newly formed government agencies now have an opportunity to identify duplication, share knowledge and skillsets and implement innovative solutions incorporating recent technology, to achieve the intended outcomes of the Government's policy.

The complexity of managing MOG changes is amplified by the need to continue delivering 'business as usual' services to the community while managing employee fear arising from the restructure. There are multiple potential sources of anxiety among employees including loss of existing roles, apprehension about adapting to a new culture and processes of the reformed department, losing experienced and key staff members taking up the Voluntary Redundancy Scheme (VRS) and ongoing budgetary restraints along with recruitment freezes.

In the newly amalgamated departments, organisational framework is being implemented and agencies are now working on specific aspects of the new structure, in developing policy and practice for the departmental machinery to operate in a stable and durable manner.

The opportunity for improved efficiency following the MOG reforms seems evident. When established around logically structured function, departments operate much more cohesively and efficiently. In addition, from a customer perspective, there is great appeal in having a 'one stop shop' where interrelated problems may be addressed without having to engage with multiple agencies. However, a limitation on these potentially significant gains in efficiency is the critical need to maintain confidence in recordkeeping systems and records management practices across the board.

Western Australian MOG changes have impacted on three main areas of departmental recordkeeping – Locating, Understanding, and Validating (LUV). If the new department is to remain effective, there has to be:

- A complete reliance on the technological systems that are in place for *Locating* records when needed.
- Availability of knowledge for *Understanding* retrieved records in its full context.
- Confidence in the process of *Validating* record and its content, knowing that the record has captured the most recent thread of appropriate business conversation.

... MOG changes have impacted on three main areas of departmental recordkeeping – Locating, Understanding, and Validating (LUV)

In order for newly formed departments to respond efficiently and better coordinate their service to the community, it is essential that LUV business records are implemented successfully. This imperative to successfully implement LUV of business records arises because of the need to ensure better coordination between operating departments, improve decision making processes and improve confidence in shared data. Most importantly, during the transitional period there will be a focus on reducing overlap and duplication in order to realise the expected efficiency gain and reduced cost of service provision. These expected efficiency gains depend on successful implementation of LUV of business records. Through LUV records, a sense of community confidence will be established in shared and government approved data.

The growth of Digital WA relies heavily on improved recordkeeping. The Government seeks to leverage Digital WA, proposing transformation by synergising new and existing technologies with regulatory framework and business needs, to establish a platform of digital collaboration and partnership that aims to improve both service and products.

As increasingly mobile users engage with information and services in new ways, data proliferates. This presents one of the key challenges for digital recordkeeping into the next decade. IT designers will be responsible for designing exciting new interfaces that will shape this new frontier of interaction between members of the community. It is essential that recordkeeping aspects are acknowledged and built into the solution at the time of conceiving ideas and not added as an afterthought at the end of the process. While drawing on data and system analytics to determine trend and consumer demands, new approaches must also be adopted when considering technological solutions to improve and re-engineer business processes, incorporating essentials of recordkeeping components. When considering similar systems, records management component need to be considered as technically built within the system, or alternatively, a records management software used as add on or a planned integration with the department's recordkeeping system. This approach enables capture of critical business information as records as soon as it is formed and enables this record to be maintained and preserved through its life cycle.

An increased collaboration between IT and Records is imperative in order to identify needs and problems in recordkeeping and solutions. The design to automate business processes to align with the digital dream must be done with care and designed in a way that these records can be Extracted, Transformed and Loaded (ETL) many years after and preserved as archival records for future generations. Today's records form part of WA's history tomorrow. ❖

ABOUT THE AUTHOR

Suparna Chatterjee has completed a Bachelor of Arts with Honours and a Post Graduate Diploma in English Literature. She has worked in State Government, in Records Management for 20 years in many strategic roles. Suparna designs and develops business solutions that incorporate the essentials of recordkeeping to enable the long-term management of records.

INFORUM 2018

The leading education and networking event for Records and Information Management

This year, inForum – the leading industry event presenting speakers from around the world and delegates from various industry sectors – is being hosted from 9 to 12 September at WrestPoint, in Hobart, Tasmania.

inForum 2018 is taking place in Tasmania for the first time in 17 years, with the last Hobart-based conference in 2001. A beautiful destination, picturesque Hobart offers great pre- and post-conference touring opportunities as an added bonus to the always informative and interesting conference, which features a range of presentations, complemented by workshops and a trade exhibition.

As an information professional, you will understand the importance of staying up to date with the latest trends, challenges, focus points and emerging technologies.

Already the representation amongst delegates is diverse across many industry sectors, providing opportunity for chief information officers, managers, supervisors, academics, researchers and Industry leaders to exchange ideas and thoughts on technology, trends, strategy and best practice.

This four-day conference is an excellent opportunity to meet with industry peers from around the world, attend workshops, make new connections, share ideas and information and most importantly learn something new.

The supporting workshops provide a valuable opportunity for you to collaborate and learn. The social events allow you to network and share ideas with industry colleagues.

Whether you have been an information practitioner for decades or are new to the industry you are guaranteed to get value from inForum 2018.

KEYNOTE SESSIONS

Marketing Matters . . . For the Record
Presenter: Jordana Borenstazjn, VIC

It's records management – just not as we know it
Presenter: Paul Olenick – AvePoint, USA

Implementation of SharePoint as an RM System: Case study of the University of Mpumalanga
Presenter: Sidney Netshakhuma – University of Mpumalanga, South Africa

Learning through adversity
Presenter: Mark Squirrell, VIC

Holding yourself to account
Presenter: Toni Moate, TAS

Optimism is the new Black
Presenter: Kate Fuelling

STREAM 1: ABSOLUTELY ACCESSIBLE

This stream is all about obtaining the right information in the right format, on any device, anywhere in the world and covers enterprise content management (ECM), security, scanning, FOI, privacy, knowledge management, system implementations (including system specifications, tender evaluation, testing and roll-out), the Cloud, digitisation programs and solutions such as Office 365 and SharePoint.

STREAM 2: STRATEGIC SAGACITY

This stream covers strategic and operational planning, information governance, compliance, managing risk, meeting critical business needs, writing policies and procedures, disaster planning and more.

STREAM 3: BECOMING BETTER LEADERS

This stream covers becoming a leader with a vision and being proactive not reactive. It includes improving leadership skills, motivating teams, networking skills, change management, performance management, multi-generational teams, project management and professional development.

It is intended to offer presentations aimed at varying levels of expertise ranging through tactical, operational and strategic.

TRADE EXHIBITION OPEN TO THE PUBLIC

Whether you are attending inForum or not we encourage locals to take advantage of the Trade Exhibition which will be open to records and information management practitioners at no cost during the following times:

Monday 10 September:
9.00am-12.00pm & 2.00pm-5.00pm
Tuesday 11 September:
9.00am-12.00pm & 2.00pm-5.00pm
Wednesday 12 September:
9.00am-12.30pm

WORKSHOPS

The Art of Leadership for Information Managers – Kate Fuelling
What are the future skills needed in Information Management? – PwC
What's happening with Standards? – Barbara Reed, May Robertson, Allegra Huxtable
Who understands what? Semantic ontologies for the Australian Government – Katharine Stuart, John Machin

FEATURES OF THE PROGRAM

- **1 Hobart Sight Seeing Tour**
- **2 Breakfast Presentations**
- **2 X Overseas Speakers from South Africa and USA**
- **6 Keynote Presentations**
- **15 Speaker Presentations**
- **4 Optional Workshops**
- **Over 30 Hours of networking opportunities**
- **26 Vendors in the Trade Exhibition**
- **Gala Awards Dinner**

TRADE

With a total of 26 Trade exhibitors participating in inForum 2018, there will be a wealth of accessible information for fellow delegates to absorb including the latest innovations, trends and products making an impact in the records and information management industry.

MEMBER PROFILE

Ian Aird has enjoyed a career spanning four decades in Records and Information Management... He reflects on a distinguished career...

An interview with **Ian Aird ARIM**

Your involvement in the Records Management field, dates back 40 years… Tell us about the time you were first ushered through a door marked, Records and Correspondence?

18 July 1977 was my first day as a junior clerk and I entered the Records and Correspondence door with some trepidation. Little did I know that my career in Records and Information Management would span 40 plus years.

The organisation I worked for over the next 17 years was seniority-based, progressing through the ranks only when a vacancy occurred. Learning the ropes of filing, registering correspondence and file coding equipped me with a complete understanding of recordkeeping when I did obtain a supervisory role.

The Records world in those days was totally paper-based with card indexes, written registers and filing requiring a 'hands on' approach.

The functional classification scheme was referred to as the 'bible' with over 80 keywords and 2,500 subgroups.

Humorous subgroups included 'slackness of men and wastage of labour' also the 'miscellaneous' keyword contained a 'miscellaneous' subgroup!

I had difficulty understanding the file numbering system early on. One night I had a dream in which various number patterns came marching towards me, the next day my file numbering problem was solved.

What are the three most striking industry changes you've noticed since the days of telex machines and thermal paper?

Three significant changes have been computerisation, digital recordkeeping and the increased volume of information. Our first computer system was implemented in 1990 and enabled staff to access indexed information at their desktop rather than contacting Central Records.

Digital records whether imaged or born digital have replaced paper files enabling efficient distribution via workflows, reduced storage costs and accessibility via desktops.

The increased volume of incoming information via email and the challenge of capturing business information from social media typify the growth of information impacting today's businesses which has grown exponentially over the last 20 years.

You were president of the NSW LG Chapter of RIMPA...

I was elected president when Chris Fripp retired in 2000. The NSW State Records Act came into effect for Local Government around this time. The primary focus of the LG Chapter then was to assist NSW LG agencies to achieve compliance with the new Act and provide networking and knowledge-sharing opportunities.

Seminars in Wagga, Dubbo, Ballina, Grafton and Sydney were held and sample policies and plans distributed to assist Councils achieve compliance. I still have fond memories of my four years as president and the many friends made across the State.

You've been as Associate Member of RIMPA since 1997. How have you contributed to the association?

I've been the chairperson of both Southern and Western Sydney Records Management (ROC) groups, a representative on the GDA10 and GA39 Disposal Schedules and LG Thesaurus Steering Committees.

I have also been a speaker at various RIMPA and Industry Seminars in NSW, the ACT and Tasmania.

Over the past 20 years, I've given advice on recordkeeping issues to many Council's. I have also assisted NSW Councils with copies of policies and plans prepared at Holroyd Council.

What are the main benefits of being a member of RIMPA?

The networking opportunities are invaluable. Membership also offers effective resource sharing and the professional status demonstrates your commitment to professional development. Attending 16 inForum events has benefitted my career greatly with current trends updates and knowledge-sharing opportunities with other recordkeeping professionals.

Any advice for people starting out in the Records and Information Management industry?

Seek advice and align with a recordkeeping professional you trust in a mentoring role.

I have especially benefitted from the advice, knowledge and friendship of my two key mentors, Peter Smith and Chris Fripp, over my career.

Although, I'm now classified under 'R' for Retirement! It's been a pleasure. ❖

Qld State Conference at Hotel Jen

Qld State Conference Clare Moriyhan, Julianne Edwards, Anne Cornish and Raelene Bennett

RIMPA QLD BRANCH STATE CONFERENCE 2018

The Qld Branch State Conference was held during Information Awareness Month at Hotel Jen in Brisbane.

Aptly titled — *Getting to Know Your Customers* — the event showcased key areas that our industry is currently dealing with.

The State Conference was proudly sponsored by some well-known industry partners including Platinum: ACA Pacific/ Kodak Alaris, EzeScan and GWI; Gold: TIMG; Silver: Grace and Records Solutions and Bronze: AvePoint.

A total of 76 delegates from 52 organisations converged at the conference and nine speakers delivered engaging presentations with some topics covering:

Presenter Kate Fuelling, QLD State Conference

- Building the New - how do you help your people to feel invigorated by the 'new' rather than fatigued?
- Can you really use Office 365 as a Records Management System?
- Information is the heart of a Digital Strategy.
- Knowing me, knowing you. Why Organisational Purpose is everything.

During a delicious lunch, the recipients of the 2017-18 Harry Haxton Shields were announced. Named after one of Queensland's founding fathers, the awards honour Harry, who encouraged our industry to push the boundaries to achieve more than we ever thought possible.

From education and learning, publication and knowledge sharing, Harry's 'give it a go attitude' is the basis on which outstanding achievements are built. The Harry Haxton Shields recognise an outstanding individual and group that have made a significant contribution to records management in Queensland and a student or new professional who demonstrates significant potential to succeed in the records and information industry.

Warm congratulations to the 2017-18 Harry Haxton Shields winners:

- **Outstanding Group Shield:** Seqwater
- **Outstanding Individual Shield:** Anne Cornish
- **Student Shield:** Janine Cummings

UPCOMING EVENTS ON THE RIMPA CALENDAR

QLD SYMPOSIUM – CREATING CONNECTIONS AND CROSSING BOARDERS

21-23 NOVEMBER 2018

The RIMPA Queensland Chapter presents its premier event, the 2018 Symposium, from 21– 23rd November at Peppers Salt Resort & Spa, Kingscliff, NSW.

This year's symposium is titled *Creating Connections and Crossing Boarders*. The importance of creating and sustaining connections within our industry is key to maintaining excellent business outcomes for the organisations we represent.

The symposium will feature a social calendar that includes a welcome reception and networking dinner, where the recipients of the Chris Simpson Awards will be revealed. We will also celebrate the 21st anniversary of the Qld Chapter.

Our symposium is open to organisations of all shapes and sizes. Please join us for an action-packed event of learning and networking with like-minded peers.

SAVE THE DATE!

SA BRANCH ANNUAL SEMINAR

26 October 2018
8.30am – 4.30pm
Hotel Grand Chancellor, Hindley Street, Adelaide, SA

Sponsors: Platinum: FYB
Gold: AvePoint

Cost (GST inclusive):	
Non-Members	**$300**
Members (Ind/Corp)	**$150**
Prof Members (ARIM)	**$135**
(FRIM/MRIM)	**$128**
Students	**$70**

Includes tea and coffee, morning and afternoon tea plus lunch.

CPD: 6 points

Thomas Kaufhold and Jenny Burgess, laying of the wreath, Australian War Memorial

AUSTRALIAN WAR MEMORIAL EVENT

ANZAC CONNECTIONS | DIGITISATION OF FIRST WORLD WAR COLLECTIONS

On 30 May 2018, members of RIMPA stood proudly at the Australian War Memorial as they listened to addresses by the Director of the Australian War Memorial, David Fricker, and Director General of National Archives of Australia and Senior Curator Theresa Cronk, about the Australian War Memorial project, *ANZAC Connections*, the digitisation of First World War collections.

AUSTRALIAN WAR MEMORIAL PROJECT COMES TO COMPLETION

The preservation of the collections held at the Australian War Memorial, which houses the memories and wartime experiences of over 240 brave men and women who served in Australia's military forces, will be available for many centuries now that they have been digitised and recorded online in the Australian War Memorial archives.

To commemorate the centenary of celebrations of World War 1, the *ANZAC Connections* project commenced in 2015. Theresa Cronk has worked on the digitisation of collections of personal diaries and letters since 2006, ensuring that the collections are preserved and available to the public for many years to come.

The National Archives of Australia project produced video stories of returned World War 1 service personnel, digitising a total 240 personal diaries and letters. These are now available online and easily accessible through the Australian War Memorial website at: www.awm.gov.au/webgroups/ANZAC_Connections

ACT Branch Councillors Eileen Tannachion, Thomas Kaufhold, Matt Jordan, Jennifer Burgess and Lorien Mad

OUTSTANDING ACHIEVEMENT AWARDS 2017-18

The RIMPA Awards are to be presented at the Gala Awards Dinner at the Hobart Function and Conference Centre on Tuesday 11 September 2018.

J EDDIS LINTON AWARD

This award was named in honour of one of the Association's founding fathers, J Eddis Linton and was established in 1999. The J Eddis Linton Awards recognise excellence in records and information management in five categories: Student, Innovation, Collaboration, Implementation and Business Benefit.

Innovation

The J Eddis Linton Award for Innovation recognises leadership through the practical application of innovative solutions for new and existing market needs resulting in a commercial, environmental and/or social benefit.

Shortlisted nominees are:

- Toowoomba Regional Council (QLD)
- SEQ Water (QLD)

Collaboration

The J Eddis Linton Award for Collaboration recognises an exemplary skills development collaboration between a department, employer or industry body and, at least, one other stakeholder (including vendors and consultant).

Shortlisted nominees are:

- Royal Australian Mint (ACT)
- Strathbogie Shire Council (VIC)
- City of Wodonga (VIC)
- Department of Health (ACT)
- SEQ Water (QLD)
- Information Proficiency and Venues West

Implementation

The J Eddis Linton Award for Implementation recognises organisations that have achieved outstanding results through excellence in implementation of a project.

Shortlisted nominees are:

- Royal Australian Mint (ACT)
- Toowoomba Regional Council (QLD)
- Department of Health (ACT)
- SEQ Water (QLD)
- Information Proficiency and Venues West

Business Benefit

The J Eddis Linton Award for Business Benefit recognises organisations that have achieved outstanding success for business improvement.

Shortlisted nominees are:

- Toowoomba Regional Council (QLD)
- Royal Australian Mint (ACT)
- Department of Health (ACT)
- SEQ Water (QLD)

Student Award

The J Eddis Linton Award for Student recognises students who have achieved excellence in educational studies in RIM.

Shortlisted nominees are:

- Kaye England | University of Southern Queensland
- Janine Morris | Datacom

Industry Contribution Award

The Industry Contribution Award recognizes significant and long-term contributions to the industry and/or RIMPA by RIM Professionals Australasia individual members holding certified professional status. Nominations are provided through Branches.

Shortlisted nominees are:

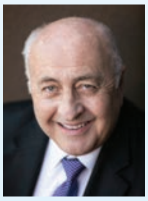
- Paul Fechner (SA)
- Anne Cornish (QLD)

Jim Shepherd Award

Nominations currently being finalised.

R·I·M Professionals Australasia

Directory



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See more at
www.rimpa.com.au

Iron Mountain IQ Article of the Year Award: are you in the running?

All articles published in the last four issues of iQ – November 2017 to this August 2018 issue – written by RIMPA members or employees of organisations which are corporate members of the RIMPA, automatically go into the running for the award.

From a shortlist of three finalists, the winner will be determined by a panel made up of the Editor of iQ, Karen Farrell, Thomas Kaufhold Chairperson of RIMPA's Board and Anita Pete from Iron Mountain.

The judges are looking for articles which are original, engagingly written, display a thorough grasp of the subject matter, and which contribute to industry information and debate.

Past winners have included a dramatic account of a famous RM legal case, case studies, an entertaining look at the future of recordkeeping – and last year's winner 'How to relocate your records successfully' by Molly Ap-Thomas.

Articles eligible for this year's Iron Mountain RIM Professionals Australasia Article of the Year Award include:

NOVEMBER 2017

- The record is dead – long live the records manager. By Alyssa Blackburn
- Information Management Standard – Australian Government. By Esther Carey
- BYO mobile devices in the workplace – help or hindrance? By Julie Coxall and Emma Garbelini
- The missing piece in the accessibility puzzle. By Lynda Leigh

FEBRUARY 2018

- Minister deletes private email account used to capture public records. By Philip Taylor
- Being an emotionally healthy leader. By Sandra Pickett
- Training and leadership – the good, the bad and the ugly. By Linda Shave
- Research exploring individual and organisational capability. By Katherine Clarke

MAY 2018

- The CIA of security and access. By Linda Shave
- RIM framework: practical strategic sagacity. By Kaye England
- What's wrong with day batching? By Johannes van der Zant
- RIM and the WA transport portfolio. By Maree Brennen and Mimma Sardi

AUGUST 2018

- Strategic sagacity for security and privacy of personal data. By Linda Shave
- Training for personal success. By Chris Foley
- Managing records in transitioning throughmachinery of government. By Suparna Chatterjee

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