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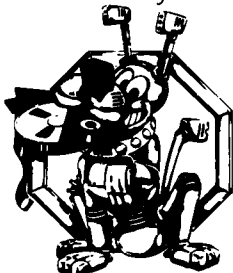
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New South Wales Branch

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Editorial

With the Approach to the Festive Season one must look back on the year that has gone, the activities that have taken place and the active effort and support provided by so many people throughout Australia to make the Records Management Association the professional body that it is.

The highlight of the year was of course the National Convention in Melbourne and all who attended would have been lifted to new heights as they listened to the various speakers with the wealth of experience and knowledge.

Surely Records Management is slowly coming of Age as both Private and Government bodies realize that their Records are important and that effective management and retrieval is essential in the complex world in which we live.

The new year of course will bring new experiences and new challenges for all, and members of the RMAA are no exceptions. Let us all take hold of these opportunities as they arise, and attempt to gain the most benefit for ourselves and our Association.

May the Peace and Joy of this coming Festive Season be yours through 1988 and may we see you all in Canberra in September.

Bill Parr

The Queensland Branch
 says thank you to
 those individuals
 who contributed
 time and effort
 to this publication
 and particularly to
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 of
"Informaa" Quarterly

"Informaa" Quarterly

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INTERNATIONAL RECORDS MANAGEMENT COUNCIL ANNUAL BOARD OF DIRECTORS MEETING

OCTOBER 18TH, 1987, ANAHEIM, CA., USA.

by *Helen Francis ARMA RMAA Delegate to IRMC*

Members present were:

Bill Benedon (USA), John Snyder (USA), Stan Gordon (USA), Graham Dudley (AUST), Peter Francis (AUST), Bob Martin (CAN), Illuminada Guillermo (PHILIPPINES), Helen Francis (AUST).

Apologies were tendered from:

Derek Charman (UK), Jill Hampson (UK), Carl Newton (EUROPE), Mel de la Cruz (PHILIPPINES), Jose Esposel (STH AMERICA), Andrew Evborokhai (AFRICA).

The following points of discussion are highlighted with a full report being issued on receipt of the official minutes.

New Members

Another two organisations have joined IRMC. The Records Management Society in Great Britain and the National Archives and Records Management Association of China.

Further liaison has been undertaken with the International Council of Archives (ICA), International Information Management Congress (IMC) and the International Institute of Municipal Clerks (IIMC). A breakfast meeting was held with the executive of ICA with a view to greater joint involvement.

A Category C status has been obtained from UNESCO.

IRMC organised and sponsored an International track at the ARMA conference with papers being presented from Japan, Norway, Australia, USA, Europe and Canada.

IRMC undertook the sponsorship of a Records Management Course for which IRMC receives an administrative fee for each enrollee. Four of the six scholarships granted to Africa were completed and IRMC certificates awarded.

An official membership directory has

been prepared. If a copy is required please contact Helen Francis on (08) 2187334 or (08) 2986627.

Despite continued effort ARMA "International" still refuses to affiliate with IRMC. NB the outgoing ARMA President indicated in his address to the conference that a chapter would be established in Australia in 1988 !!

Dues will not be increased.

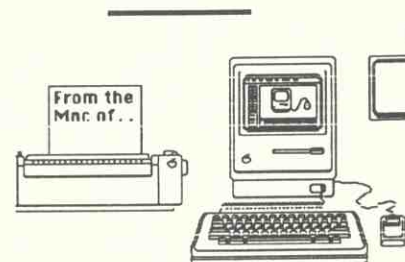
IRMC has been allocated three morning sessions from 9.00am till 12.00pm at the ICA Congress in Paris in 1988.

IRMC Journal - members are, once again, asked to contribute articles for this magazine. The journal is issued world wide and is eagerly sought by developing countries. Advertising is also being sought. The cost of producing the journal was discussed with an offer of \$2670 for typesetting for 4 issues being considered.

Communication, world wide has been extremely poor. This applies not only to ordinary correspondence, return of reports but also to requests for articles for the IRMC journal.

A grant from Eastman Kodak has yet to be utilised but will be put towards a study of Filing Systems including equipment used in those systems.

The Perth 2nd World Congress and 6th Australian Convention negotiations continued with amendments to agreement between IRMC and RMAA being ratified and an International stream being established.



LETTER TO THE EDITOR

Dear Sir,

In his article, *Computerised Records Management* in the NCDC ('The Informaa' Quarterly, Vol 3 No. 3, September 1987), Alex Rae kindly offered 'my very good friend, Pat Wood' the right of reply which, quite naturally he accepted. The publishing of these in Informaa put the topic in the public domain and thereby provides me with the same opportunity which I would like to take.

As the 'other party' in the tender for NCDC's automated records system, I was very interested in Alex's article and could easily write a long letter as I have strong views on this subject. However, I will confine myself to some specific points in which, I am sure, your reader will be interested.

The other product considered by NCDC was MINISIS-RM, which is based on MINISIS, and I would like to make some comments on the reasons given by Alex for choosing QCOM RMS over MINISIS-RM:

1. Quite naturally, Alex wanted a tried and true system. MINISIS was operating successfully at NCDC and had been doing so for a year. MINISIS-RM is an application developed in MINISIS and not a new development; it was initially installed at the Canadian Atomic Energy Control Board in 1983 and so was 'tried and true'. It is possible to start loading data into MINISIS-RM immediately if its data structures match the requirement of the user. At NCDC, we budgeted 6 weeks to make the necessary changes and to train their Registry staff in its use. From experience with other sites, I am confident this budget would have been achieved.

2. MINISIS is owned by the Canadian Government and is not Australian but Systematics is and we also have had a full time consultant based in Canberra since June 1985.

3. Given the current trend towards the integration of records Management,

(Continued Page 4)

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Library and other information activities in organisations, I was surprised that this was not a factor considered in the evaluation.

4. It was important for the software to run on their existing hardware, HP. MINISIS did but, it now seems that QCOM did not.

Another important factor was the time to implement the system. Given this the dates for the project might be of interest to readers and I am pleased to be able to provide this information.

The specification was issued in September 1985 and proposals submitted in October. We were advised of the decision in December 1985. As Alex says, there was some urgency as CSIRONET was being decommissioned late in 1985. The interim system, which NCDC's Computer Systems staff 'put together', was operational in December 1985 and, while simple, was, in Alex's words, 'successful'.

What Alex fails to say is that this was developed using MINISIS. He does say 'we are still using (this interim system) while we are ironing out what we hope are the last few bugs in TCR' (my emphasis), and this is nearly 2 years after the QCOM proposal was accepted.

The fact that it was possible to implement the interim MINISIS system successfully supports my view that the implementation of MINISIS-RM would have been accomplished within the time frame we proposed, give or take a few weeks. I am not trying to suggest that there would have been no questions to resolve, there always are, but 2 years!

On Pat's reply, I agree with his comments regarding the difficulty in selling records management systems. We have sold six copies of MINISIS but in spite of users overseas such as the World Bank, the International Monetary Fund, the International Labor Office and many Canadian and US Government agencies, we have not found many Australian organisations who realise the significance of effective management of their second most valuable resource, information. We, too, are encouraged by the recent increase in interest in such systems.

Alex is confident NCDC made the right decision. There is no point in me saying that I disagree with this decision but I would like to correct the impression, I'm sure unintended, given in this paragraph. Alex says that if they hadn't made the decision when they did they

would probably still be looking. The inference of this is that MINISIS-RM would not have been a suitable solution. I know Alex didn't intend this as he says that both tenders met all mandatory features; the decision was quite close, 'the nod finally going to QCOM for various reasons'.

Had the 'nod' gone the other way, I am sure MINISIS-RM would have been as equally enthusiastically received by NCDC staff as MINISIS was by their library staff. And this article would have been published in Volume 2 of 'Informaa'!

A.C.H. Meggitt 21-10-87



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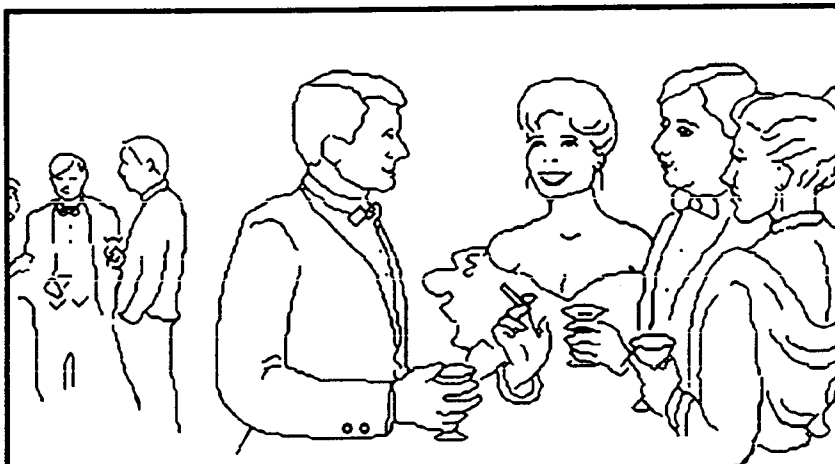
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Management Attitudes to Information Work

by Patricia B. Lapworth

During the late 1960s and throughout the 1970s I worked in Australia as a free-lance consultant in information and library work. In all I was employed there by at least 12 companies and organisations, most - but not all - of whom were engaged in exploration for oil or minerals. I have been asked to record what, in my experience, were the attitudes to information work of the various managements I encountered. What is recorded below, therefore relates primarily to these very specialised fields.

In most cases I found the managements quite anxious to obtain advice and to sort out any (many!) existing muddles; for these services they were quite prepared to pay. However, almost all were extremely reluctant to follow this up by employing a suitably qualified person (trained librarian, experienced worker, person with subject knowledge) to run the system after its installation.

There seemed to be an idea that once set up such a system would somehow operate itself, with guidance by the users and occasional part-time help from junior staff, such as secretaries, typists, filing clerks, untrained in any form of information work.

Moreover, they did not seem to believe that it requires full-time operation, not part-time. After encountering this attitude once or twice I made it a condition of my employment that the company would, during service with them, recruit someone suitable and allow me to train him or her to take over and operate the newly installed system once my task or organizing it was complete. Many managements at that time seemed

incapable of realising the importance of the unpublished information - mostly original company records, reports, or new survey data - obtained by their own staff (surveyors, geologists, geophysicists, drillers, well loggers, petroleum engineers, etc. etc.) in the course of their daily work.

For exploration companies such material form the bulk of information to be dealt with, stored and made available for retrieval on request. These are variously referred to as company records or files.

The idea that technical filing in these fields is simple (which I have been combating for over 30 years!) and can be done by any school-leaver, was prevalent among managers. The notion that 'the filing' (i.e. the company's own records, including correspondence) was a source of information (and not just a disposal mechanism for unwanted papers and materials) no less than the published books, pamphlets, journals, maps, etc which they purchased or exchanged with competitors (trades' in the oil industry) was totally foreign to them.

A further step from that was to convince them that, as a source of information and part of the company's 'memory', 'the filing' would be better done by someone versed in information work (eg. librarians, etc) rather than by secretaries and typists who, at best, necessarily part-time and, at worst, rather uninterested in the content of what they have, or someone else has, typed.

Of the various companies for whom I set up special libraries

and information systems in Australia I know for certain of only two which still exist as such.

Some of the companies and organisations were victims of the slump in oil exploration in the 1970s or for financial cut-backs of various types, but others became useless for one of the above reasons; one was handed over to a secretary to run in her 'spare' time; another was given to the telephonist/receptionist to operate in her 'spare' time. Some were regarded as expendable in times of financial stringency and sold.

Another management attitude encountered in one company, but which I believe was common, related to very **confidential material**. These were not permitted even to be listed nor to be indexed in the card index; nor were cross-reference slips allowed to be placed in related files to indicate their existence in another place where they could be found. Management was warned that if no reference to them in any list, index, file, etc. was permitted, no-one would be able to find them in the future, and I personally disclaimed all future responsibility for them on these grounds. Subsequently my case was proved when I was asked for these papers because no-one knew or could remember their existence, let alone where they were located. (They were in fact kept in the Managing Director's file cabinets, looked after by his secretary!).

One of the funnier results of this policy was that when the geologist who had written a 'Top Secret' memorandum asked to refer to it again he was refused permission on the grounds of its being too confidential!

Such a contretemps was one of the reasons for my firm conviction and oft-stated maxim that "information is indivisible", i.e. that there should be in every company a single place where the existence of ALL types of information is recorded, even if the actual information is not actually housed there.

Another amusing example of difficulties resulting from lack of the above was an occasion when, by chance, I saw an incoming mining proposal which seemed somehow familiar. No reference could be found and, because of the rapid turn-over of both management and staff, no-one could recall anything about it, until I remembered that some years before I had done a job on the records of

their own now-dormant mineral company, to whom the same prospect had been offered, the records of which were filed elsewhere, but not listed or indexed in the existing system. This company might have gone ahead, examining an area of land which they had surveyed and even drilled some years previously, in ignorance that it had been abandoned as worthless at that time.

It was sometime difficult to convince managements that failure to ensure safe (and secure) physical custody of information acquired at great cost (eg. drilling an offshore well or running an offshore seismic survey) and the ability to retrieve information from the same immediately on demand was false economy, i.e. skimping on suitable storage equipment and one suitable staff was liable to negate the benefits gained from the original enormous outlay.

Whenever a financial 'squeeze' was on, it was nearly always the special library or information set-up which experienced 'cuts' (either in finance or staff) first, and sometimes closed down. In one organization where we had spent some years building up a computerized information system, short-term planning resulted in the closing down of the half-completed work and a reversion to manual methods.

This was truly false economy, since an

enormous amount of money had already been spent and the system would have been invaluable for many years to come, if continued. It appears that a new computerized system is now being installed (not built upon the half-completed old one) - thus ignoring all the time, money and effort which had gone into to previous effort. To be fair to the organization concerned, the decision was not made by the technical management but by some "Big Brother" accountant who obviously had no idea of the long-term value of information.

Once, in another company, when the high cost of floor space was at issue, the special library was to be banished to the basement! - to exist - probably unused - by the technical clientele who used it all day and every day when situated on the same floor; fortunately this decision was quickly reversed by the technical manager.

The attitudes of the managements men

tioned above showed a lack of appreciation of the importance of information itself and of the work involved in making it easily accessible.

However, there were other managements which had a clear idea of its importance, and willingly and generously implemented suggestions for improvement made

to them. An attempt to point out its importance specifically in the oil and mineral industries was made in 1973 in a paper (1) read at the Australian Petroleum Exploration Association's annual conference in Canberra that year.

I had hoped that in the years since the above events took place the attitude of managements might have changed. However, since writing the above I have just come across a report of the 3rd International Conference on GeoScience Information held in Adelaide in 1986. From the summing up, it would seem that little has changed ('information centres .. often early casualties when .. cost-cutting measures...', etc.).

I applaud the recommended initiatives contained therein ('foster greater awareness among managers of importance and value of information..'; 'foster higher profile (for information workers) than at present among users', etc.) and hope that the goals will be achieved.

Patricia B. Lapworth, B.A., F.G.S., F.G.A.A., etc. 18th May 1987

(1) Keenan, M.D. & Lapworth, P.B.: "Library and Information Services for Exploration Companies" (published in the A.P.E.A. Journal 1973, pp. 91-94.)

Patricia B. Lapworth

Graduated London University Honours Degree in Geography, including Geology, English & French. Added German, Spanish and Italian later. War-time service overseas, using languages in imperial Censorship, Bermuda, and Psychological Warfare Branch in Algeria & Italy.

20 years employed by the British Petroleum Co. Ltd. in London, setting up, organizing and administering a geological information service to cover world-wide operations of the oil industry; this started as a one-man service but grew to a staff of 7 graduates and 3 assistants. Upon retirement from BP travelled widely, working in Australia for 15 years as a consultant, mainly involved with setting up or re-organizing information systems for oil and mineral exploration companies and including editorial and translating work both industry and government agencies. Published two papers in Australia on information work and since then has had 4 translations of books on gemmology published.

5th National Convention - Canberra - A.C.T 7 - 9 September 1988

Effectively Motivating a Records Staff

by

Linda Farrell, CRM.

(Principal Consultant Peggy Reid & Associates)

Of all the tools a modern manager has at his disposal to run his operation effectively and efficiently, none is more powerful and persuasive than his ability to motivate his staff.

But no discussion of this topic would be accurate, or even fair, if we were left to assume that the manager actually "motivates" anyone. In reality, the manager or supervisor merely "sets the stage" or "creates the environment" for the motivational process. In the end, it is the employee who must motivate himself/herself.

The degree of motivation is based, for the most part, on his/her inherent needs and on his/her level of emotional maturity. Therefore, for the purposes of this discussion on the characteristics of the effective motivator, we will need to keep in mind that the term "motivator" shall refer to the individual who creates the environment which, in turn, stimulates the beginning of the motivational process.

Basically, a number of common elements characterize the truly effective motivators. A closer look at these will provide us with a fairly accurate profile of the more successful management styles.

Personal Power and Style

Successful motivators have a certain "chemistry" about them; the legendary "indefinable something" we hear so much about but are unable to define. What we really mean is an ability to wield a personal power over individuals and situations. It is an example of referent power, which is the power that comes not from any authority or knowledge, but rather it comes directly from the manager's own personality.

These are individuals who set extremely high standards for themselves and their staffs. High standards engender pride, and it is that pride which motivates.

Self-Image

All successful managers have in common the knowledge that a positive self-image is the most powerful motivational dynamic. Quite simply, people will act in accordance with their own self-images. Those of us in the business of managing records have long been cursed with an almost impossible challenge. On one hand, we are asked to manage and safeguard the very memory of the company; and, on the other, we are expected to do so with severely limited budgets for the supplies, equipment and salaries which make our tasks as motivators so much easier.

Our only recourse then, is to expend a great deal of personal time, energy and creativity in convincing the overworked and, often grossly underpaid, file clerk that he or she is absolutely vital to the organization and is a very special individual.

It is the truly effective motivator who can accomplish this, sometimes temporarily abandoning or de-emphasizing his/her own self-image in favor of helping his/her staff enhance their self-images.

Humanity

Successful managers understand that the humanity bond is absolutely crucial to the motivational process. The realization that we all, from CEO to mail-boy, share a common brotherhood has a staggering effect on one's own self-image. The manager who abandons his/her "ivory tower" approach and interacts on a very human level to his/her staff has a tremendous advantage in providing an environment ripe for motivation.

The manager who feels comfortable enough to laugh, cry, show anger, perhaps cuss, and even to touch, speaks volumes to his/her staff about his/her ability to act as their human equal. This ability builds the staff's own self images.

Leadership

Believe it or not, most people want to be led and are best motivated by those with a high leadership profile. Warren Bennis, a Californian who has thoroughly researched the subject, suggests that all good leaders are visionary. Their great gift is the ability to draw people into their vision, to communicate their vision, and cause their staffs to embrace the vision as their own.

A part of leadership is setting a good example, as uncomfortable as that may make some of us feel. We must be willing to accept the responsibility of being a role model.

But most importantly, it means we must understand the basic tenet of management. You manage things; you LEAD PEOPLE!

To fail to learn or understand this simple, basic management principle is to fail as managers.

Sense of Humor

This characteristic of the effective motivator may be difficult for those of the "old management school" to accept, but it represents a vital management tool. By a sense of humor, we are not referring to the ability to tell a joke or amusing anecdote to make those around us laugh. That ability requires a degree of comedic timing few of us really possess. Rather, we are referring to humor in its broadest sense, which is the ability to perceive the positive and the humorous in all of life's situations. We should come to realize that man is the only animal who can laugh at something other than physical stimuli. This reinforces the human bonding process which, in turn, stimulates the improvement in one's self-image.

Humor in a management situation has great practical value, such as creating a more pleasant working environment and is undisputed as a teaching tool.

The manager who possesses a keen sense

of humor would be wise to exhibit it often, when it is most appropriate and can prove most effective.

Honesty

The next tool of the effective motivator is blatantly obvious, but for some reason often overlooked. It is simply honesty. A good motivator is honest with his/her superiors, peers, subordinates, and himself/herself.

Honesty in management dictates that we offer the truth of a situation at all times while carefully maintaining the sanctity of company proprietary information. At the same time, the manager must also be perceived as credible. It is not enough to be honest, since we must also be perceived as believable in that honesty.

In short, a good motivator's staff believes that he/she will act on good faith toward them.

Enthusiasm

Another mark of the successful motivator is good, old-fashioned enthusiasm about one's self, job, company, staff, and profession. This enthusiasm must be genuine. If it is real, it will be contagious.

If there is one characteristic that all truly self motivated people have in common it is genuine enthusiasm for their lives and their work.

Control Limits

The manager who spends a great deal of his/her time sincerely trying to motivate his/her staff must eventually come to a point where he/she will sit back and ask himself/herself some critical questions. "Why isn't it working?" "Why is it that some of my staff are motivated and some are not?" "Where have I failed?"

Herein lies an important characteristic of an effective motivator and what we like to call "The Big Disclaimer". It is that good managers know their control limits; i.e., they know whom and what they can control, and whom and what they cannot control. They understand that there is a direct proportional rela-

tionship between their ability to motivate an individual and that individual's level of emotional maturity.

Someone who has not reached an adequate level of emotional maturity and stability simply cannot be motivated.

It would be unwise for a manager to try and plant the seeds of motivation unless and until the soil is fertile.

The manager has little or no control over the emotional development of employees.

Challenge

Another characteristic of all good motivators is their knowledge that challenging one's staff will motivate them. They know that the more intelligent members of their team need even more challenge. Remember that challenging work offers internal rewards which often means there will be less need for external rewards.

One of our most rewarding activities for managers can be the building of a challenge in a job.

This can be true challenge to our own creativity in a management situation.

Opportunities

Closely allied to challenges are opportunities. Good managers realize the motivational aspect of opportunities; some of which may come from outside of their own immediate functional universe.

The manager is not the only motivational dynamic at work in a corporation. An opportunity for employees to test their mettle can come from anywhere, e.g., from clubs, organizations, peers, or superiors in other departments.

The point is to allow employees to seek out those opportunities; to succeed and build their own self esteem; no matter where they may find the opportunity.

Motivational Theory

For years, managers have been reading and studying the theories of Hawthorne,

Herzberg, and Maslow. But, how many of us actually apply what we have learned?

For us to truly understand the motivational dynamic, we will need to refresh our memories a bit, and recall and use

these theories whenever possible. An excellent example of practical theory is Maslow's **Hierarchy of Needs**, from the most basic to the ultimate need of selfactualization.

Our primary goal is to devise creative, practical ways to determine our staff's individual levels of needs and implement ways for meeting those needs while understanding exactly how much of the situation we can control and how much we cannot.

Sensitivity

Being sensitive to his/her staff's needs, changes, moods, feelings, and concerns marks an effective motivator. Part of this sensitivity involves being especially aware of those on the staff who have reached plateaus in their careers and providing the necessary praise or encouragement to meet their needs.

Secure Environment

Top managers work hard to create a secure environment wherein everyone knows that mistakes will happen and will be tolerated. Failure is accepted as part of the learning and growing process.

Good managers allow their staff and themselves to luxury of failure.

Failures provide opportunities to learn. Good managers always accentuate the positive value of learning from a mistake. This allows the employee to maintain his/her self esteem.

Delegation

No book, article or lecture on management is ever complete without the dictum "Delegate Authority."

The manager who feels he/she must do it all himself/herself does not allow his/her people the opportunity for growth.

This reluctance also does irreparable harm to his/her own career and upward mobility in the process.

Trust

All successful motivators trust their

(Continued Page 10)

Effectively Motivating a Records Staff (cont.)

staffs and are themselves worthy of their trust. In an environment of trust, the seeds of independence are planted. This independence develops self-confidence and self-reliance. This is another step up on Malsow's pyramidal hierarchy of needs.

Accessibility

A manager who is accessible and approachable encourages open communication and the feedback he/she needs to do his/her job and keep his/her department running smoothly.

Approachable managers are the first to be informed of problems before they turn into disasters.

An "open door" is an invitation to employees to communicate.

Likeability

Granted, managing and motivating does not require participation in a popularity contest, but still there is much to be said for the manager who is simply liked by his/her staff.

Much has been accomplished by the less dynamic or skilled, but definitely likeable, manager.

It is important, however, to remember that you, as a manager, have an obligation to your company that is more important than being liked by your employees.

Balance this obligation to your desire to be liked.

Flexible

Flexibility should never be perceived as a limp, wishy-washy or ineffectual characteristic in a manager.

Good motivators are flexible. They will admit their decisions were flawed and will make changes.

Admitting mistakes reinforces the human bonding process which is a key element in the motivational dynamic.

Innovation

With the truly effective motivator there is always room for new ideas. He/she encourages trying and adopting techniques and sets up a warm, receptive environment for stimulating, innovative thinking among his/her staff.

Let People Shine

"Talk about a professional - A Records Manager and you bring your files home like that! Haven't you heard of an Archives Box?"



The most motivated people are those whose superiors give them every opportunity to "shine". Good managers know that few successful projects are one person operations; most are a team effort.

The best move a manager can make toward motivating his/her staff is to stand back and allow them to share in the glory of a job well-done; and to fully document their contributions to enlighten others in the corporation who may have an impact on the careers of his/her staff.

Respect for Authority

As odd as it may sound in a discussion of motivation, it is crucial that the manager himself /herself have a genuine respect for authority. Quite simply, he/she treats his/her boss the

way he/she himself/herself wants to be treated by his/her staff. The subtlety of his/her good example will not be lost on his/her subordinates.

Decisive and Assertive

No discussion of effective motivation techniques would be complete without mentioning the need to be decisive and assertive. A manager must always be perceived as being decisive. It is human nature that people will follow their superior even if they do not agree with a particular decision simply because a decision has been made.

Decisive managers breed confidence and confidence motivates.

Assertiveness is a trait that good managers possess. They let their staff know what they want to do and accomplish as much as their company will allow or afford. This may mean having to defend or explain their program in a professional manner without jeopardizing their honesty and integrity.

Fairness

In study after study of management practices, the characteristic most consistently desired

by respondents is fairness.

The manager who is even-handed will gain his/her subordinates respect even if other areas of his/her character or management style are deficient. Fairness tempered with firmness is the best possible combination of qualities because it helps set the tone and define the framework of the working relationship.

A staff that "knows the rules" will have a great sense of identity and be well on its way to becoming motivated.

Playing "favorites" is a very risky business. The manager who plays favorites loses effectiveness, honesty and integrity in his/her employee's eyes as well as violating the equal opportunities law.

Tasmanian Branch Report

Professional Development

The final characteristic of the effective motivator is his/her encouragement of professional development for his/her staff. This includes regular training, seminars and active participation in professional affiliations such as ARMA.

Top managers know that professional pride has an extremely high level of motivational value.

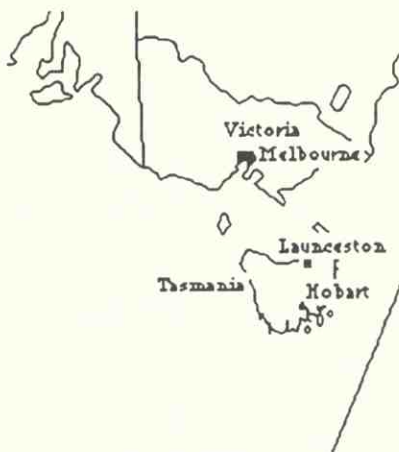
An investment in training and professional development will reap permanent rewards. It can provide opportunities for the development of skills that a corporation can not afford to offer to non-management employees.

Conclusion

As can be clearly seen, there is no nobler activity for us as managers than to put as much of our professional, emotional and creative selves into the motivational process as we possibly can.

The act of motivating another human being to be all that he/she can be is the most important function any manager can perform. It will take time and energy and patience; it will challenge our creativity and our intelligence. But it is guaranteed to be worthwhile.

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Are
you
planning
now

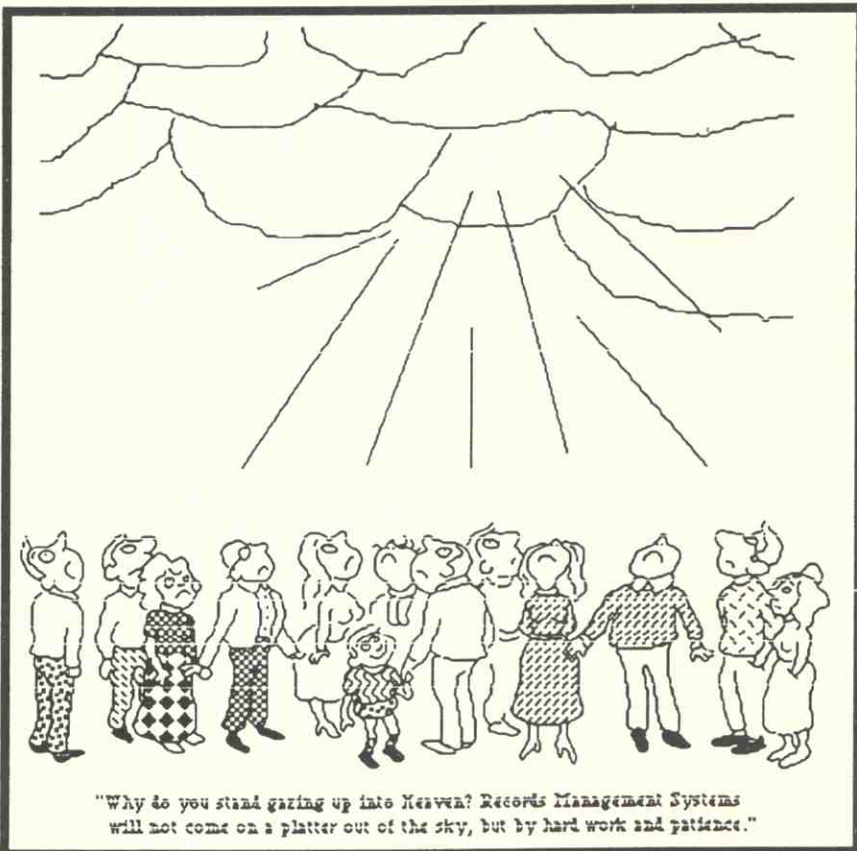


Twelve Tasmanians crossed Bass Strait to attend the 4th National Records Management Convention in Melbourne during September.

The Tasmanian delegates felt their attendance at the Convention was a worthwhile learning experience and that the seminars, workshops and special interest group meetings were run in a **HIGHLY** professional manner.

The trade display was especially appreciated as was the chance to mingle with our peers and discuss the varied new technology which is available to us in our field.

Membership of the Tasmanian Branch continues to grow as it is most pleasing to see that we now have 88 members and all since February 1987!



"Why do you stand gazing up into Heaven? Records Management Systems will not come on a platter out of the sky, but by hard work and patience."

EDUCATION NEWS

RM COURSE OVER 50 STUDENTS IN '87

In 1987, the Records management course which has been run at Kangaroo Point College of TAFE in conjunction with the Queensland Branch of the Records Management Association for 12 years had its largest year of enrollments and more are predicted for 1988.

The swell in numbers was due to the running of a special course for the Public Service Board of Queensland for Crown Employees. Sixteen Government Departments, enrolled 29 students in the first semester and 23 in the second semester, to do the two courses in the one year for the board. The special course was such a success & will be repeated in 1988 for both State and Local Government employees.

Course lecturer, Harry Haxton explained, "Normally the course which is also available by correspondence, will take a student two years. Each student attends one night per week to cover the four subjects which are available.

However, the special course covered all subjects in two eight week periods with the students being given time off work for two days per week to attend lectures."

New Technicians Course

The Queensland Education Committee is developing a short technicians course for new and younger employees in 1988 to be run by the Association. This is a new concept aimed at training new and younger records staff in Records Management skills.

It will cover the skills needed to be an effective Records staffer, rather than a Records Manager.

It is hoped that the course will encourage both Government and Private bodies to send staff for this "skills honing course" says Branch President Stewart.

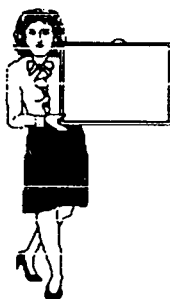
CORRESPONDENCE COURSE COMPLETED READY FOR '88

At the September meeting of the Federal Education Committee, the Queensland Correspondence course in Records Management available through the TAFE Technical Correspondence School was accredited and adopted as the base for all other courses in Records Management for the RMAA.

It makes available Records Management subjects which are accredited by both the Association and the TAFE College system.

The course subjects can be credited to any course in all states of Australia as elective subjects in the Management School of your Local College. It attracts the equivalent of 200 course hour credits.

For example, in the Associate Diploma of Management the four Records Management Subjects comprise 200 hours of



the full 1100 hour course.

Students may enroll however, as miscellaneous students or enroll in the Certificate Course CN613 which includes 4 RM subjects, 2 computer subjects and 2 elective subjects.

Students in the correspondence course in 1987 included people from Brisbane, Rockhampton, Darwin, Wodonga and Newcastle areas.

New Subjects

The following subjects have been added to the correspondence course for 1988:

TMS218 Records Management C
- Microforms and Management Information Systems; and

TMS228 Records Management D
- Systems Analysis and Forms Design.

These two subjects complete the Records Management Subjects available in the Associate Diploma Business (Management) Course (CN074) available through the Queensland Technical Correspondence School and the T.A.F.E. (Queensland).

Lecturer Harry Haxton says, "The completion of the Records Management Course by correspondence now means that everyone in the country has a course available to them. Records Management has come of age in the field of education. The final two subjects will be welcomed by the students who have already completed Records Management A&B by either correspondence or night course and will act as a finishing course for those students who have completed the Newcastle TAFE course."

Education News continued on P. 17



If I start now - will I make it to Canberra in time.....

Records Management Association of Australia

History Highlights

by Tom Lovett

This year, 1987, is the twentieth anniversary of the commencement of the work which lead up to the formation of the pilot committee which set out to establish a records management association in Australia.

It is fitting to recall the origins of the committee at this time. Being the chairman of the pilot committee a number of members suggested that I write a summary of the early events leading up to the pilot committee's formation.

The formation of the pilot committee directly derived from the interest created by the series of articles on records administration published in *Modern Office* magazine, in 1967 and 1968.

Having carried out successful records management assignments in the Army and in civvy street as a system consultant, by 1966 I was familiar with the appalling records management problems in business and government organisations in three states. It seemed to me that the major deficiencies were good systems, standards and training. Management, I thought would be wise to rectify those deficiencies before contemplating new equipment.

As far as I could see there were few, if any, advisors in the field apart from the office equipment companies. In December 1966 I embarked on a five year plan to become a consultant in records management.

The first step in my plan was to increase my knowledge. As there was no course available, I studied organisations whose records management was effective, identifying the common principles of successful records management in different

organisations and I studied the available literature. I found only three books on records management, records administration and filing procedures in the N.S.W. State Mitchell Library.

I selected topics and researched literary resources and case studies and wrote down what principles and procedures I thought would solve the common problems in Australian organisations in three states.

After a number of months researching organisations and the literature and defining the principles and workable procedures, I was able to discern ten fundamental principles of "Good Records Administration" and I began to mould the notes to create a chapter or several chapters on each principle. These chapters soon appeared as a series of articles in *Modern Office* magazine and later in my book *Records Management Manual*.

The articles created reader interest and enquiries from management and records personnel. Many records staff were working under poor conditions, with inadequate resources and recognition. Talking to these readers reinforced the need for training. In particular, records staff needed to be able to converse with each other, to realise their problems were common, that solutions existed and how to implement those solutions and gain management support and recognition. Within four or five months from the time I embarked on the plan, the first consulting assignments were commissioned. Nevertheless there was still a huge gap to fill.

Being a member of the American Records Management Association, A.R.M.A., (now Association of Records Managers and Administrators) I was

aware of the availability of courses in U.S. colleges and universities.

I approached Australian TAFE and other tertiary educational authorities in 1967 and suggested that they should consider

introducing courses in *Records Management*. The Records Management Association of Australia came about as a result of the negative attitude of the educational authorities toward my suggestion. They said teaching records management at the tertiary level was not warranted by the demand.

The response to the articles however had proved to me that the opinion of the TAFE and other tertiary educational authorities was wrong. But we had to develop the awareness of the educational authorities that there were many records management problems in most Australian organisations and that managements and records staff would respond if training in records management became available.

What was needed was a body of opinion and that seemed to me to be a call for the formation of an Australian records management association, or at least an A.R.M.A. chapter.

To test the feasibility of forming an association or chapter and to get a number of enthusiastic people together I convened a three-day Records Management Workshop at the Crest Hotel, Kings Cross, in March 1968. In spite of severe illness necessitating an emergency operation two weeks before the workshop, I was able to lead it successfully



History Highlights (Continued)

and was assisted by an audio-visual presentation on Records Management from A.R.M.A., short talks given by several speakers including Eddis Linton then president, Business Archive Council, N.S.W., and several films.

The remainder of the three days was occupied in presenting audio-visuals describing my "ten principles of records administration", in discussion of records management systems in participant's organisations and in "think tank" type problem solving sessions.

Participants' enthusiasm was so strong that the Pilot Committee for the formation of the Records Management Association of Australia was formed at the conclusion of the workshop.

After the workshop, a delegate, Gordon Wordon, officer-in-charge of records for

a State Government department, wrote a summary of what transpired at the workshop which was circulated to delegates. I wrote an article in *Modern Office*, reporting on the workshop and the formation of the pilot committee. Many people enquired.

Seminars for the Australian Institute of Management in Sydney, and other centres followed and many more names were added to the list of people interested in the formation of the association.

Ron Britton, Officer-In-Charge of the Commonwealth Archives in New South Wales became a member of the pilot committee and a great supporter of the concept of the Association. Although occupied with planning the Villawood repository, he found time to attend meetings occasionally and add his support to our work.

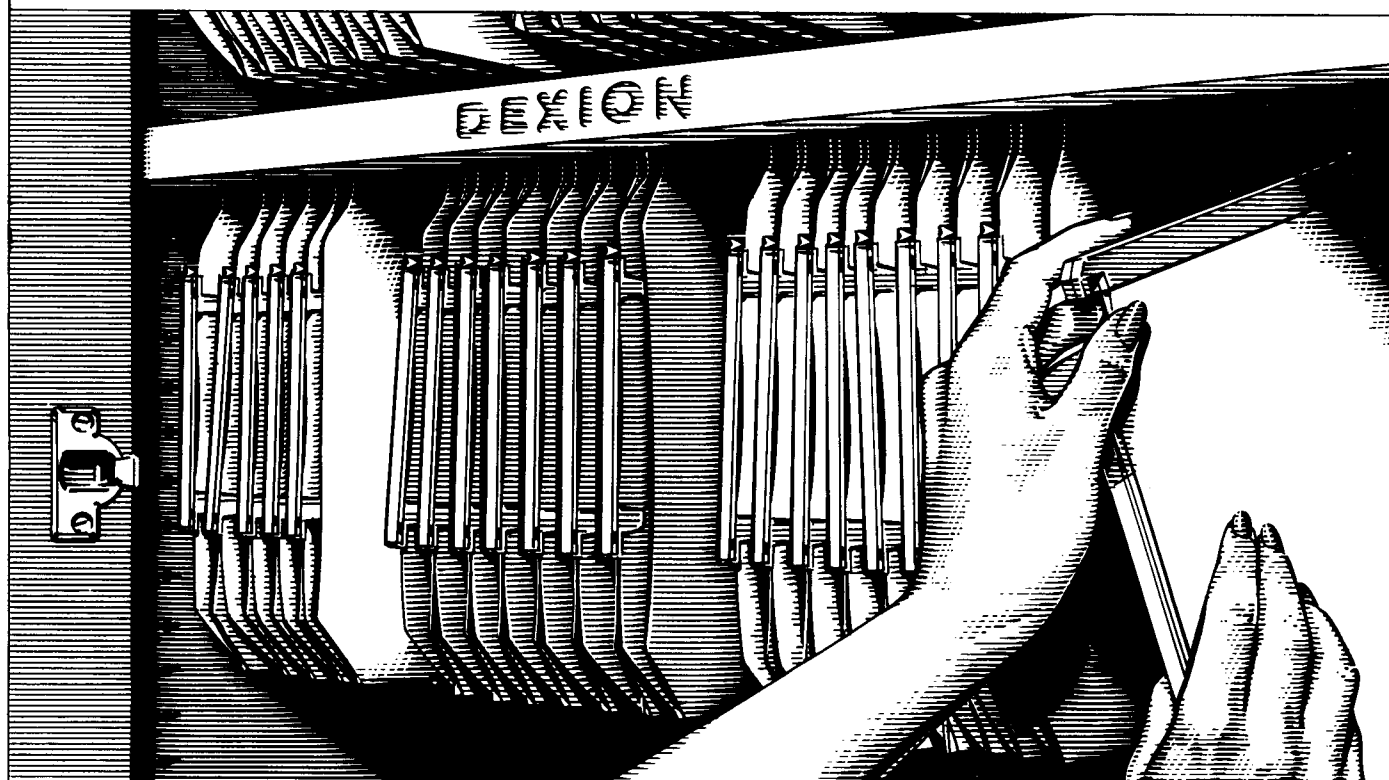
Ken Nicholls, second-in charge of

records at Prospect County Council, attended the records management workshop at the Crest and was a founder member of the pilot committee. Ken contributed to the planning of the inaugural meeting and canvassed the support of Prospect County Council records staff for the proposed education course.

I invited Eddis Linton, secretary of A.M.L. & F., though not a delegate to the workshop, to join the committee. He attended the committee meeting which adopted my submission to the Department of Technical Education, and helped plan the inaugural meeting. Two other founder members of the pilot committee did not continue because of changes in their career paths.

The N.S.W. pilot committee, of which I was chairman, developed a draft constitution based on the A.R.M.A. constitution, liaised with the educational authorities, commenced publishing a newsletter and formed the Victoria pilot committee.

Our files just hang around



As education chairman (there was no education committee at that stage) I carried out a detailed survey of organisations to establish the need for a records management course and prepared a report which was submitted to the Department of Technical Education.

As a result the first records management course in Australia commenced in the School of Commerce, Sydney Technical College, in 1971.

The Victorian pilot committee was formed from people who had expressed interest in my articles reporting on the successful records management workshop at the Crest Hotel and the formation of the pilot committee to form the association. I contacted them during a writing assignment in Melbourne and also a colleague from my systems consulting days, Mike Leigh, and invited them to attend a discussion which was held at the Hotel Windsor, Spring Street. I nominated Mike and he ably chaired the Victorian Pilot Committee through to the success-

ful inauguration of the Victoria Branch.

The greatest tasks of the pilot committee were keeping up with the correspondence and phone work and publishing the newsletter. The extract from the first issue of the pilot committee's newsletter reproduced below indicates what had already been achieved by December 1968. Enquiries were coming in from every State and New Zealand. I had letters and many calls from disgruntled records staff to whom the formation of the association gave some hope.

The contact work carried on during the next two or three years, while I was president and then secretary of the N.S.W. Branch. The numerous phone and personal interviews with records staff from all types of organisations portrayed vividly the parlous state of Australian records management.

What kept me going, at great cost to my family and business, was the knowledge that ultimately not only would

those many disgruntled records staff be supported, recognised and given adequate resources, but also that our Australian organisations would become more effective through increased productivity and better decision making by means of better records management.

"NEW ASSOCIATION FOR RECORDS MANAGERS"

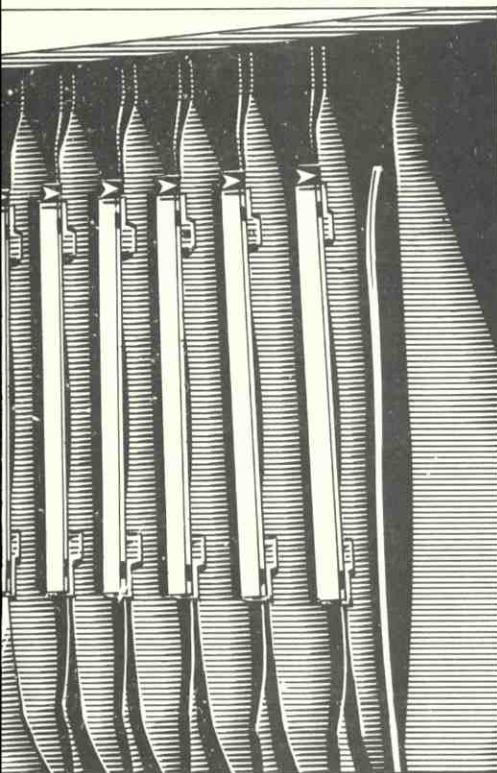
Extract from Records Management Newsletter, Vol. 1, No. 1, N.S.W. Pilot Committee for the R.M.A.A., December 1968.

"A Group of senior office managers, systems specialists and records personnel are forming an association to improve records and information management in Australia and New Zealand."

"Two pilot committees are working in



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Sydney and Melbourne to establish this much needed association. Over two hundred prospective members from all States and New Zealand have already registered their interest. Inaugural meetings will be held in Sydney and Melbourne universities early next year."

"The draft constitution sets down principal aims of this non-profit association".

"Primarily its object is to educate management of the need to establish a plan or programme, of Records and Information Management in the organisation regardless of its size."

"The new association will also carry out training for records personnel and records managers, pool and disseminate the knowledge of its members and actively encourage members to exchange ideas, improve the standard of records and information management within their organisations, and carry out research studies."

"Not trying to sell and product or service, the pilot committees aim only to lift the professional standard and knowledge of all those who become members."

"Tremendous increases have occurred in the volume of papers and other records produced."

"Trained staff, able to cope with the

management of all the recorded information within and organisation, is greatly needed. In Australia, the young think there is no future in records work. At present that is true. "But management is increasingly aware of the importance of maintaining good records and information systems, and qualified people are able to demand rapidly increasing remuneration."

"The records, or information, of most companies and many government bodies in Australia have been allowed to remain in semi-chaos for too long. Progressive organisations anticipate rapidly expanding operations. Control over its information and streamlined methods are essential for any company, or department, facing expanding operations."

** Tom Lovett is principal of the records management consulting firm, Lovett Vickery and Associates, of Sydney, Australia. He was Chairman, of the N.S.W. Pilot Committee for the establishment of R.M.A.A. 1967-1969, first president of R.M.A.A. N.S.W. Branch 1969-1971, first president of R.M.A.A. Federal Council 1969-1970, Chairman of the steering Committee for the formation of the International Records Management*

Federation (now Council) 1969-1970 and first President of the I.R.M.F. 1970-72.

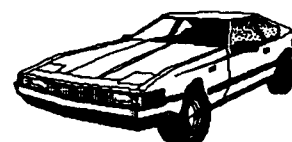
Editor's Footnote

Mr Lovett writes that "1987, is the twentieth anniversary of the commencement of the work which saw the formation of the R.M.A.A."

This statement is correct, but there was in 1950, the first seminar, held in Australia, which Addressed Records Management.

The Business Archives Council of N.S.W. held four evening sessions, from 6.00pm to 9.00pm, the objective of the seminars was "Retention Scheduling of Business Records".

Mr David MacMellan, Archivist, University of Sydney and Mr. Alan Berch, Lecturer, Economic History, University of Sydney, addressed the session at M.L.C. Building, North Sydney.



NEW COURSE AT MONASH

In 1988 Monash University's Graduate School of Librarianship will offer a Master of Arts (Archives and Records). This new degree is intended for experienced archivists and records managers who wish to carry out advanced study and research in their fields. It will consist of four elective courses plus a thesis weighted at 60%. Electives to be offered in 1988 include Conservation of Library and Archival Materials, Issues in Archives and Records Management and The Impact of Technology on Archives and Records Management.

The pre-requisite for enrolment is a Bachelor's Degree at credit level, plus a graduate diploma in either archives or records management. Graduates who lack an appropriate diploma, but who have considerable experience in the field, may also be admitted to candidature.

For further information please contact the Chairman, Graduate School of Librarianship, Monash University, Clayton, Vic. 3168, Australia. Telephone: (03) 565-2959.

South Australian Branch Report

Congratulations are extended to Margaret Mainland, past President of SA Branch, who has been granted Life Membership of RMAA.

Over the past 10 years, Margaret has provided invaluable service to the betterment of Records Management and the Association, often under difficult and trying circumstances.

CONGRATULATIONS MARGARET !!

Brigitte Kleinig is back at Australian Archives after spending time on secondment to Federal Court.

Helen Francis recently attended the

ARMA Conference in Anaheim, CA and was the RMAA delegate to the IRMC Annual Board Meeting held in conjunction with this conference.

Christmas Luncheon is being held on 9th December at Venezia Restaurant, 121 Pirie Street, Adelaide. Any members visiting SA at that time are very welcome to join in the festivities. Please contact Helen Onopko on (08) 2233505.

Next Branch Meeting is on 2nd December, at the API Commerce Club, 12 Pirie Street, topic being "Freedom of Information Legislation". Speakers will be: Representative from Attorney-General's Department and Hon. Martin Cameron MLC.



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Queensland Local Government Records Disposal Schedule

By Ruth Kerr

The growing interest of Local Authorities in their region's history, in computerization of their record keeping systems, and in embarking on microfilming programmes, has prompted Queensland State Archives to produce a General Disposal Schedule for Queensland Local Authorities.

A small number of Local Authorities eg. Brisbane City Council and the Gold Coast have already implemented disposal

programmes for part of their records but the vast majority still operate with simple file title lists and hordes of records in unsatisfactory storage conditions.

Queensland State Archives seeks to remedy this situation by providing a concise schedule formulated on archival principles and listing Local Government functions.

Then Local Authorities may implement a planned programme of disposal on an ongoing basis on all their records. This will ease the workload of records officers and ensure the retention or records of permanent significance to preserve the heritage of local government in each shire and city of Queensland.

The foundation of a Local Authority's records lies in the Minutes which mirror the community's attitudes.

The subsidiary supporting records are the Committee Reports and the Rate and Valuation Registers. The Minute books of which most Councils have complete sets form the heritage of each Local Authority showing through detailed recording of resolutions, contracts, complaints and financial affairs how the work of the council is done for the community, by the community and to the community.

Some other state's archives have already compiled disposal schedules. The Victorian Public Record Office has published a Local Government Records Disposal Schedule in

1985 and the New South Wales Archive Office through a Bicentennial Authority grant is compiling a comprehensive disposal schedule under Ordinance 1 of the New South Wales Local Government Act.

Queensland State Archives has prepared a draft Local Government Records Disposal Schedule for consideration and comment by various councils and records associations.

We hope that records staff's comments will allow us to make the schedule as practical as possible to implement so preserving the heritage of their Local Authority area and achieving cost savings and efficiency in the use of prime office space.

It is intended that the Disposal Schedule apply to all local authorities operating under the Local Government Act 1936-1987 and the Local Government (Aboriginal Lands) Act, 1978-1981 and covers the administrative and functional records of the local authority.

It will be issued under the authority of the State Archivist and the Library Board of Queensland under Part IV of the Libraries Act 1943-1979 which is the act under which Queensland State Archives operates.

The purpose of Part IV of the Libraries Act 1943-1979 revolves around section 21(3) which provides that public records, which include local authority records, may not be destroyed without the permission of the State Librarian to whom the State Archivist is responsible for preserving the documentary heritage of Queensland.

Once the format and content of the schedule have been finalized by the various council representatives and Queensland State Archives then the whole schedule will be presented to the Library Board of Queensland for approval.

It will then be available for implementa-

tion throughout Queensland, and supersedes all schedules for which Library Board approval has previously been obtained.

The schedule provides for the designation of certain Local Authority records for permanent preservation i.e. archival records like Minutes, Rate and Valuation Registers, Registers of Work Contracts, Town Plan Review Policy files, Plans of Subdivisions, Town Plan, Kerbing, Drainage, Sewerage and Water Supply Schemes.

By arrangement with the State Archivist certain of these records may be transferred to Queensland State Archives for storage and preservation.

These records will be listed and described in the Archives finding aids and made available to the public in the Public Search Room to local historians, researchers interested in local government administration, family historians tracing property ownership and council involvement by their ancestors, and other administrative research purposes.

Access to these records is controlled by the Public Records (Access) Regulations 1981 under our act. These regulations provide that the vast majority of Queensland records over thirty years of age are available on open access.

The Shire Clerk or Chairman will be responsible for the access decision in consultation with the State Archivist. Only records which contain sensitive information about private individuals are closed for more than thirty years.

Format of Schedule

The schedule is divided into two sections:

Part 1 - contains the functional records of the departments or branches (Administration, Building, Finance, Health, Personnel and Works) in the Local Authority's office; and.

Part 2 - contains the General Correspondence batches controlled by Administration Department.

There is no standardization of file titles for general correspondence and subject batches throughout Queensland Local Authorities and these records are difficult to control because of their wide variety. The list in the schedule has been com-

piled with the assistance of a number of shire offices and is not exhaustive. We welcome notification of omissions of subjects and functions from the list. The status (permanent or temporary) guidelines for minimum retention and the option of transfer to Queensland State Archives are recorded for each record series and file title.

Some records clerks may consider culling of general correspondence and subject batch files in order to regularly reduce the volume.

However, this involves an enormous investment of staff time and subjective decision making about what is administratively significant and historical.

For these reasons Queensland State Archives does not recommend culling. Instead it is more effective to plan the disposal at the time of preparing the file title lists and allocating papers to files to ensure that whole files of administratively significant material may be designated for permanent preservation and the other temporary files or intermediate records designated for destruction after the expiration of a certain number of years.

Queensland State Archives welcomes comments on the number of years for which temporary records ought to be retained.

The Victorian Public Record Office recommends a minimum retention period of five years and Queensland State Archives has not made a final decision on this. Another possibility is for records to be sentenced on the schedule as either permanent or temporary, allowing Local Authorities to determine their own requirements. These decisions can then be integrated into the Local Authority's normal records management so that disposal

of records takes place at pre-arranged times.

Many Local Authorities are introducing computer assisted retrieval microfilm programmes. Queensland State Archives is particularly interested in the microfilming of permanent archival records. For the permanent preservation of the information content of these records eg. Minutes, Rate and Valuation Registers, Queensland State Archives recommends that these records should be microfilmed to archival standards as outlined in our Instructions for the Microfilm of Public Records of State Government Departments and Agencies, State Courts and Local Authorities, already supplied to Queensland Local Authorities and still available free from Queensland State Archives.

Then the master microfilm may be preserved in our microfilm vault. Queensland State Archives also has a programme operating for microfilming Local Authority minutes at the Archives at no cost to the Local Authority and the minute books may be preserved at the Archives. Duplicate film of these Minutes may also be supplied to the Local Authority at cost (\$30 approx. per roll).

We strongly advise Local Authorities to contact Queensland State Archives about standards when planning microfilming programmes.

Where records are committed to Computer Assisted Retrieval Microfilming programmes, especially Building Applications, Subdivisions, Town Planning Rezoning, it is important that the computer software system be retained. In this way, records in the old system will be able to be retrieved in the old system when a new CAR system is introduced.

However records for permanent preservation should be committed to archival

standard microfilm, or the paper copy should be kept.

Computer Records

Computer produced records are considered public records under Part IV of the Libraries Act 1943-1979. These records have not been listed separately in this Disposal Schedule. All proposals for destruction of computer records should be referred to Queensland State Archives for decision.

Transfer of Records to Queensland State Archives for Storage

Local Authorities may transfer permanent records to Queensland State Archives for preservation as archives in air-conditioned storage areas. Providing there is sufficient space available Queensland State Archives may accept temporary or intermediate records for storage, if the Local Authority is desperately short of space and also specifies a date at which the records should be destroyed or returned

Time-Table for Finalizing Schedule

Queensland State Archives urgently requires the comments of Shire Clerks and Record Clerks in order to finalize the schedule. Copies of the schedule are available free from Queensland State Archives, 162 Annerley Road, Dutton Park, Qld. 4102.

A final draft of the schedule will be submitted to the Library Board of Queensland for approval and once that approval is obtained the schedule will be despatched to all Local Authorities in Queensland for implementation.

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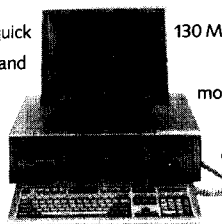
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LINTAS/NEC 3137



Records Management in District Offices of Main Roads - Queensland

By Bill Parr

The Main Roads Department in Queensland began life as the Main Roads Board in 1922. The Board's charter was to develop a series of roads that would serve the vast areas of the State.

From very small beginnings and very few real roads to a vast network of 40 000 km of gazetted roads, the development resulted in the opening of decentralized District and Divisional Offices to administer the construction and maintenance that became necessary as the state boomed, particularly in the late fifties, sixties and seventies.

Development of each District Office began a process that has built up a Filing System in each of those offices. Originally the first District system began as almost a copy of the file structures in the Head Office system, but as Districts divided and in some cases divided again, the new systems developed identities of their own to the extent that as officers transferred from District to District they found that the filing system in their new offices was different.

By the late seventies and early eighties it was clear to both District Management and Head Office that the Department could not continue into the 21st Century without a first class Records System.

District Engineers and District Clerks were aware of some of the shortcomings of their District systems but mostly there were problems at the operator and user level that files were merely for paper storage and therefore ineffective as many officers did their best to circumvent, rather than use them.

Records Review Committee

In Head Office, a Records Review Committee comprising the Secretary of

the Department, the Manager of Administrative Services Branch, the Senior Administration Officer, Senior Clerk (Information and Correspondence) and the 2 Senior Records officers, began the task of reviewing the existing Head Office system, while the Senior Administration Officer was given the additional task of co-ordinating a similar review and development at District level.

Consultant's Review

The committee was aware of professional developments in the Records Management field through the Department's corporate membership of the Records Management Association, and recommended to the Commissioner's Advisory Committee that Queensland's only Records Management Consultant, Mr Harry Haxton be asked to undertake a "high-spot review" of the Head Office System and produce a report which would highlight the obvious problems and deficiencies, and make suitable recommendations to the Department on both short term improvements and long term directions for Records Management in general.

District Developments

It was realized that many of the Districts' problems could be solved by simply bringing together the officers responsible for District filing in a workshop situation in order to introduce them to Records Management principles, identify their mutual problems and discuss the procedures necessary to rectify them.

District Records Seminars

In September 83, November 83 and February 1984 District Records seminars were held in Bundaberg, Warwick and Cairns District offices. For 3 days Administrative Assistants responsible for filing and their supervisors from 15 District and 5 Divisional Offices throughout the state attended.

Seminar leaders included SAO, Records Clerk, Mr Kev Purchase, District Clerk No 12 District, Mr Bill Pole, and Mrs Lahna Bury, also from No 12 District who had already carried out substantial rationalization and Development of their system.

The program for each seminar included:-

Day 1:

**What is Records Management
Records Management - its Purpose and Scope**

**Planning a System Improvement
Implementing an Improvement to a Records System**

Day 2:

**The Head Office Records system;
District Office Records - a DE's view;
A District Office Records System (including a Demonstration in the Host Office);
Identifying District Office Problems.**

Day 3

**How can I improve MY District's Records System;
Preparation of an Action Plan;**

SEMINAR RESULTS AND ACTION PLANS

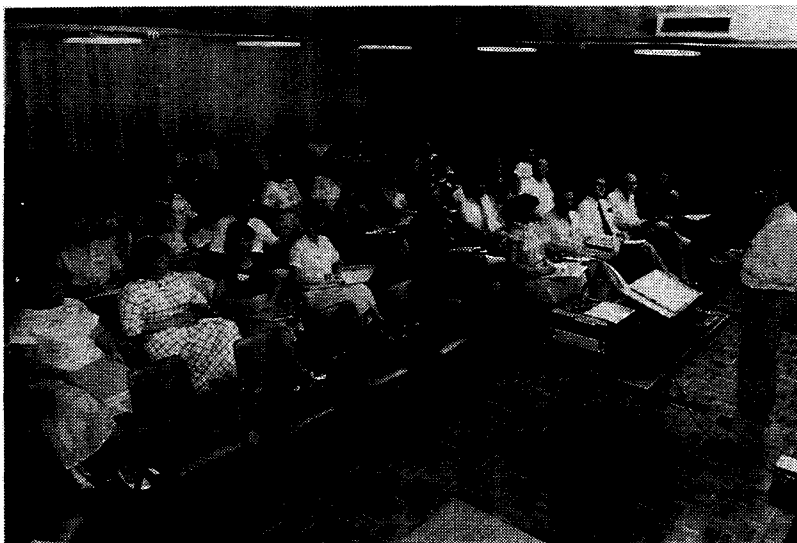
The results of each seminar were tabulated and included:

**Identification of Problems;
Determination of what should be filed;
Improvement Priorities;
Incentives for Records Officers;**

Major Problems

Some of the major problems identified included:

TWO YEARS OF DEVELOPMENT



Records Officers from the Department's 15 Districts at the Records Management Seminar Held in Head Office in September 1986

Hold up of Mail Clips;
No use of File Movement Slips;
Removal of Files from Office;
Lack of adequate archival space;
Slow file turnaround by Action officers;
Lack of Standardization of File structure between Districts;
Lack of Stability in filing officer positions and recognition of the position's importance;
Corner File Binders;

Action Plans

Each Officer went away with an action plan to discuss with their District management their proposals to take specific action to improve their particular system.

Proposed Improvements

Various Improvements proposed by each District team included:-

Training Operators and Users;
Weekly checking of Action Officers' File Turnaround;

Provision of improved storage for current archival & intermediate files;
Rationalizing of Filing;
Improving File Formats and Binding;
Standardizing routine for Records Officers;
Using Bring-Up system more effectively;
Standardizing Document and file retention scheduling;
Improving Correspondence Registers;

Requests to Head Office by the Districts' Representatives

Also as a result of discussions, the District delegates listed the areas which they believed that Head Office should address: viz.

Incentives for Records Officers (Administrative Assistants);
Standardized Numbering System;
Computerized management system;
Departmental Retention Schedule;

In April 1986, two years and three months after the last of the seminars in the Districts, almost 40 officers (Administrative Assistants and their supervisors) gathered together for a District Records Follow-up Seminar in Head Office.

This was the opportunity for those Districts who had adopted the action plans of the previous seminars and started the process of developing their Records System to report on their efforts and the effects on the working environment in their particular Districts.

The Keynote Speaker for the Seminar was Mr Harry Haxton who spoke to Delegates, and around 100 Branch and Section Leaders from Head Office on the theme, "Records Management into the 90's". He introduced to his hearers, who were representative of almost every profession within the Department, the concept that Records Management was indeed, also a profession, and one that no other profession or organization could afford to ignore if it were to succeed in its own field of endeavour.

Sessions at this seminar were also attended by Head Office Records Personnel on roster so that they could observe the enthusiasm and concern that District Records Personnel have for their systems while at the same time learn that District problems were generally similar to those in Head Office.

Speakers included four District Administrative Officers, who had achieved obvious results in the development of their District's System, reported on the results of those developments.

Much of this Seminar was in the form of workshop sessions where the reports presented were analysed and discussed, new problems tabled and addressed, and solutions generated. Changes in staff in some Districts had resulted that many of the delegates had not previously been to a Records seminar.

Results indicated that most Districts had carried out some form of improvement to their Records system, and the perception



Records Management in District Offices of MainRoads (Cont)

of Records Officers by themselves and other staff had risen to the extent that people who were in Records now had a reason for staying as their perceptions of themselves as a Records Officer had changed.

Again Action Plans were prepared by all delegates and it was evident that further results could be expected from all Districts.

WHERE WE ARE NOW

Action taken by the various offices as a result of the original seminars and the follow-up seminar include:

Rationalization of File Names and Numbers - 8 Districts;

Adoption of Lateral File Storage Systems - 7 Districts and 1 Divisional Office

Weekly File Inventory - 6 Districts;

Changes to filing Habits - 10 Districts;

Preparation of Operator and User Manuals - 8 Districts;

Conducting Training Courses - 12 Districts;

Effect of the Clerical Organization Review

A Clerical Organization Review of the Department which has recently been concluded has restructured the Administrative organization of District Offices, and with its implementation has provided an Assistant District Clerk, who will have amongst his other Duties the responsibility for Records Management. A subsequent submission to provide for the appointment of a Records Assistant in each of the Districts has been approved and will provide an incentive for suitable Administrative Assistants to take up a career in Records.

STUDY COURSE

Encouragement is given to Officers to take up the Records Management Certificate Course at Kangaroo Point

TAFE or through the Technical Correspondence School, and with the development of an appropriate Tertiary Course at the Queensland Institute of Technology in 1989, it is hoped that some of the District staff will take advantage of the opportunity to further their qualifications.

FUTURE DIRECTION

There can be no doubt about the future direction of Records Management within MainRoads and in particular within its decentralised District Offices.

If I had a crystal ball, I might let my imagination run riot and see a completely digitised and computerized Document Handling System with Action Officers and System operators all handling enquiries and correspondence on their own personal Productivity Tool by dial-up or distributed network regardless of the location of the Office or the Officer. Such a system would give particular officers or all officers access to all or particular information. In reality however, I believe that many hours of developmental work by all Records Staff throughout the Department, will be necessary to have the existing systems operating at their maximum efficiency BEFORE decisions are made on future Computerised Management Systems.

No computer system must be considered before the "garbage" is deleted from the existing system as experience has shown that with any computer system - "Put Garbage in - you get garbage out."

CONCLUSION

Records Management is at the moment really in its infancy in MainRoads. Although the Department has for many years had a fairly satisfactory Filing System, the demands of the Eighties and the enormous increase in the amount of paper handled by the staff, require a Records Management System, that is second to none; that provides information to the users as and when required and reflects the Corporate values of Service, Value, and Progress.

The future direction of Records Management is slowly being woven as trials are being conducted with some Computer software and it is anticipated that by the time of the next series of Seminars in October 1988, some definite decisions will have been made.

Above all, no Records system can be effective unless the following occur:-

(a) Records Operators realize that they are a very important part of any organization; that the whole work of the organization is dependent on the timely provision of the information to the action officer concerned.

(b) Users must be aware that they are as important as the filing staff in the proper maintenance of the system. They must always obey the rules of the system and not make unreasonable demands of the operators in Records.

(c) The development of technology for Records must NOT be an end in itself. Technology must be used only to achieve a greater efficiency, accuracy and timeliness and therefore provide a greater job satisfaction to the operators and a better service to the users.

About the Author

Mr W J Parr is the Senior Administration Officer (SAO) of The Main Roads Department, Queensland. He has been with Main Roads for 32 years; has served in four different District Offices and has a wide knowledge of Departmental Records Systems. He has held his current position since 1983 and has been responsible for the coordination of Records Management Development in the District Offices.



EMPLOYMENT SECTION

Records Management Clerk

We are a national Association of employers requiring the services of a records management clerk.

Duties include the creation, classification, evaluation of records; update of publications; filing of correspondence, minutes and magazines. A knowledge of the stevedoring industry would be of assistance.

Completion of an approved Records Management Course is desirable but not necessary, however, the applicant must be willing to undertake such courses as required.

For an interview, please contact:

MS. Kathy Elliot
THE ASSOCIATION OF
EMPLOYERS OF WATERSIDE
LABOUR

TELEPHONE : (02) 261 9034
MON-FRI : 9.00 am. - 4.00 pm.

Temporary Job Vacancy - Alice Springs

Tangentyere Council Inc., is an aboriginal controlled resource & construction organisation providing services to 18 town camps in Alice Springs.

The Council is seeking an archivist to organise and catalogue its files and information.

The N.T. Archive Service will be doing an assessment which will provide recommendations for the successful applicant.

The Australian Institute of Aboriginal Studies have provided funds for this project of approx. \$10 000.

Applications to:

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C/- Tangentyere Council
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Alice Springs N.T. 5750
Phone: (089) 525855

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or

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Text Books are not required and the college levies a General Purpose Fee of \$10.00

Records Management A TMS216	Records Management B TMS217
<p align="center">Filing and Records Principles and Applications</p> <p align="center">(Special emphasis on small business and the Professional Office)</p> <p>Alphabetic and Numeric Filing Systems Opening a File Setting up a File system Movement and Control of Files Retention Scheduling Transfer Procedures Vital Records Subject Filing (Introduction)</p>	<p align="center">Records Management in Larger Organizations</p> <p>Registry Function Examination Classification Indexing Subject Filing Changing the System Repository Management Archives Office Layout Mail Room Centralization</p>
Records Management C TMS227	Records Management D TMS228
<p align="center">Microforms and Management Information Systems</p> <p>Micrographics Videographics Automated Equipment Coping with Office Change EDP Records Management Technical Information Systems Management Information Systems Control of Corporate Memory</p>	<p align="center">Systems Analysis and Design</p> <p>Flow Charting Forms Analysis Forms Design Forms Management and Control Systems Evaluation Systems Analysis Installation Scheduling Economic Evaluation Conversion of Systems Documentation Reports Management</p>

ENROLLMENT: Kangaroo Point T.A.F.E January 16 - 21 12noon to 6.00pm
Correspondence School All of January / February

THE FOURTH NATIONAL CONVENTION

by Denis Godfrey J.P., A.R.M.A. (Queensland)

Well, they said it was going to be a Big One, and I guess it was. Some 500 or so delegates were registered and the Administration did a top job. The 1987 Melbourne Convention have my sincere admiration and congratulations.

There were you might say, four main areas of learning at the convention:-

Law and the Record;
Office Automation and Records Management;
Records Management Fundamentals;
The Trade Fair

The Law and the Record covered:

Privacy and the use of records by the Law;
New and old storage media legality;
Public access to Records
Freedom of Information and its influence;
Government access to Records;
Records Retention Laws.

Office Automation and Records management considered:

The office of the future;
Computerization;
Document Image processing;
Use of Bar Codes;
Merging Electronics with vision.

Records Management Fundamentals explained:

The broad concept - why, how, and when;
Classification;
Indexing;
Alphabetic Filing;
Records Disposal Scheduling.

The Trade Fair:

Showed what is available and how we can use it.;
Opened up new realms of possibility.

Nobody could have visited these displays without coming away the richer by far.

Workshops:

The workshops were backed up by two very informative educational seminars.

Stream 1:

Consisted of speakers professionally engaged in a wide range of Records Management and related activities including:-

Privacy and Freedom of Information;
Vital Records;
Automation;
Implementation;
Budgeting for a Records program and use by historians.

Stream 2:

Aimed at the up and coming Records Managers, giving them a forum to speak on an area of specialization, or to relate their success (or problems) in implementing a Records Management program.
P.R.I.M.E. - POTENTIAL RECORDS AND INFORMATION MANAGERS EXECUTIVE

Social Activities:

No conference of course, would be complete without its social functions, and this one was no exception.

Cocktail Parties, Happy Hours, lunches, a trip on the Yarra River, with the most delicious wine, women, music and dancing.

Then last but not least, the Convention Dinner at the Victorian Arts Centre, the food was superb and the entertainment - what can I say? - FANTASTIC.

Venue:

The Regent Hotel was an excellent choice of venue for the Conference, having everything necessary to make the fourth convention the success that it was.

Total Addiction:

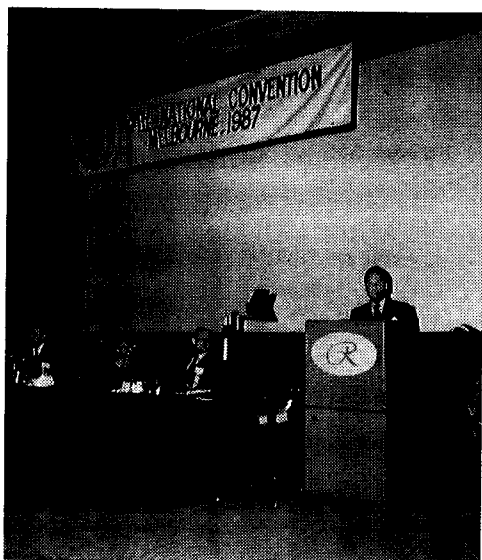
I am now totally addicted to Records Management Conventions. **

Once again, well done Victoria, and thank you from the bottom of my heart.

(Mr Godfrey is an Associate of the Records Management Association (Queensland) and is a Records Assistant in charge of Property Branch Records in the Main Roads Department Queensland.)

** Editor's Note - Addicted to What, Denis?





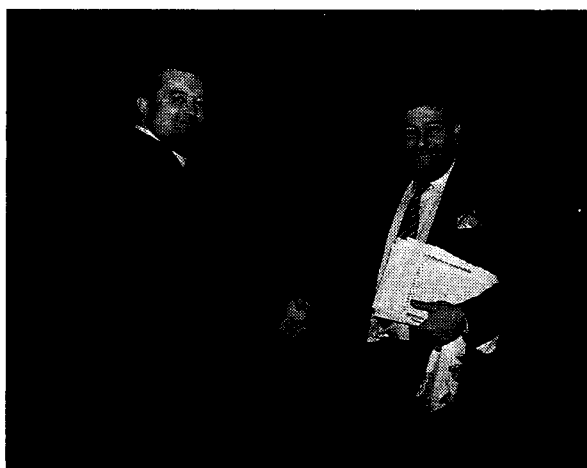
Privacy Commissioner of Canada, Mr John Williams Grace presenting the Keynote Address at the 1987 Records Management Convention in the auditorium of the Regent Hotel, Melbourne.

National Convention Executive Co-Ordinator, Mr Peter McDonald greeting the Lord Mayor of Melbourne who spoke to the Convention Delegates.



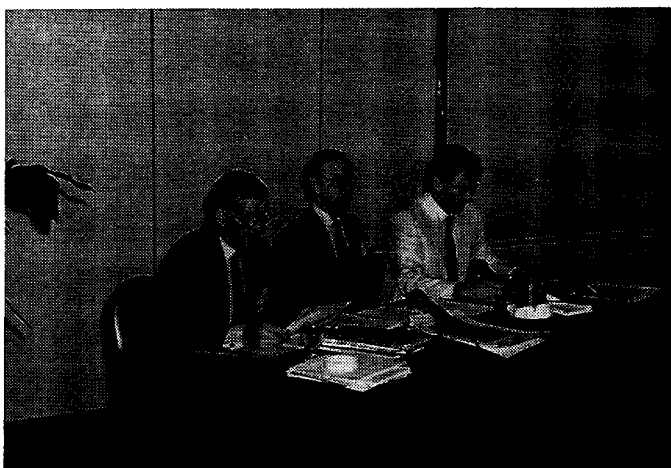
Panel of Records Managers at the Local Government Action Group Meeting

A group of Queensland Delegates "put on a Happy Face" - Maybe they have every reason to.....?



National Convention Executive Co-Ordinator, Mr Peter McDonald welcoming the Federal Minister for Science, Mr Barry Jones.

Chairman Jim Shepherd introduces guest speakers at one of the many study sessions.....



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Atard & Co
Australia Post
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Australian Central Credit Union
Australian Detective Services
Australian Executive Services
Australian Formula 1 Grand Prix
Office
Australian Guarantee Corporation Ltd
Australian Hotels Association (SA
Branch)
Australian Posters
Australworld Communications
Auto King
Avis Australia
Avlin Pty Ltd (a Mt Gambier Pizza
Hut)
Baker Hindmarsh Partners
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Barratts Blind Centre
Baudenstone Hornbrook Group
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BP Australia Ltd
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E.T. Briggland Pty Ltd
British Aerospace Australia Ltd
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Brook Younger & Co Real Estate
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Bussack Advertising Group
Butterfields (SA)
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Cai Armadio Constructions
Caroma Industries Limited
Castle Bacon
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Celtanair Ltd
Centracom Staff
Cheap Foods
Cheetham Salt Ltd
Chenade Bros
Cher Jewels
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Clarke Electronics
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Coca-Cola Bottlers, Adelaide
Coles New World Supermarkets
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Music City (Gawler)
Mutual Community
Myer (SA) Stores Ltd
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Peacock Publications
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Opal Centre in Adelaide

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Reedings Club Inc
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Riverquest Printers
Riverside & Co
Roofseal Pty Ltd
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Royal Zoological Society of SA
Roy Callaghan Pty Ltd
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Committee
Rutgers Roadlines
S.A.B.E.M.O.
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Santitas Ltd
Saskatchewan Wild Rice
Scott Group of Companies
Seakist Foods
Sevenhill Hotel
Shell Blue Lake Service Station
Shell Company of Australia Ltd
Shepherdson & Mewett
B.L. Shipway & Co
Sigma Company Ltd
Signal Point
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Slade Consulting Group
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Waste Management Services
Weeks & Macklin
Wendy's Supal Sundae Catering
Western Personnel
Westland Hotel Motel
Westpac Banking Corporation
Whyalla Fishing Tackle Centre
A.E. Williams & Son
Wirra Holiday Resort
White Horse Furniture
Wolf Blass Wines International
Woodroffe Bottlers
Woodworths (SA) Ltd
Young & Rubicam Group
Zimmite Australia
Media Supporters
Advertiser Newspapers Ltd
including Mount Gambier and
Whyalla
Country Press Assoc. of SA Inc
Messenger Newspapers
Murray Pioneer
News Limited
R.M.A. (Informa Quarterly)
The Sunday Mail
The Border Watch

SA Outdoors Magazine
S.A. PM E.A. Inc.
Stock Journal
Easy Guide Promotion (Today's
Woman)
Northern Newspapers
Eyre Peninsula Tribune
The Flinders News
The Recorder
The Transcontinental
Victor Harbor Times
Whyalla News
ABS2 Adelaide
AD57 Adelaide
NW59 Adelaide
TEN Adelaide
RTS4 Port Pirie
RTS5A Flinders
SES3 Mount Gambier
Lizzy Lower's Chatterbox Media
Promotions
SAA
SAD
SAN
SOC
SCL
SCS
SDN
SKA
SUV
ABC-FM
SA-FM
SEB-FM
SRBA-FM
SAU Port Augusta/Whyalla
SCC Port Lincoln
SCK Port Pirie
SGTR-FM Mount Gambier
SMG Mount Gambier
SMU Murray Bridge
SMV Renmark
SCS Centre State
SRM Renmark
SSE Mount Gambier

The people who make SA Great are those who support it. It's easy enough to recognise them. They all show the same sign: SA Great. If you'd like to be seen doing something great for our State, join us and show South Australians you mean business.

Fill in the coupon and we'll send more information on how the SA Great symbol can work for you and how it has worked for others.

Once you've looked into what SA Great membership has to offer, you'll be proud to be seen as another South Australian with a great state of mind.

To: SA GREAT CAMPAIGN 1st Floor, 121 Greenhill Road, Unley S.A. 5061.
Telephone: (08) 272 7233, (08) 272 7007.

Name: _____ Title: _____
Company: _____
Address: _____
Postcode: _____
Telephone: (Business) _____



It's a good sign.

Why You Should Consider Color Coding from Safeguard

Although Color Coding is a relatively new filing method, it already has gained recognition as the most efficient, time and money saving filing procedure in the industry. The reason for Color Coding's skyrocketing popularity is obvious.

It literally lets you locate the file you want with little more than a quick glance. Remember the human mind can "read" colors and patterns of color infinitely faster and from further away than it can "read" characters and groups of characters. That's why traffic lights are red, yellow and green. And why the critical response controls in high speed military aircraft are color coded.

It is virtually impossible to misfile a Color Coded file because it would be as obvious as an apple in a bowl of oranges. Think of the time, aggravation and money that feature alone can save.

Finally, you will be amazed at how color coding can transform a bleak and unattractive file room into an eye appealing, inviting area. A proven morale booster and a very viable bonus.

— Five Reasons these filing techniques are becoming increasingly popular —

1. 30-40% savings in filing function time, i.e., locating, presorting, re-filing and eliminating of costly hidden misfiles.
2. More efficient space utilization: increased file capacity in the same space. It can also make the difference in an expensive physical move to larger space, expanding the existing facility, or building new quarters.
3. Traditional filing is a difficult and unpleasant task and results in personnel turnover. This is now reduced or eliminated.
4. Improved working conditions and environment has a positive effect on employee morale.
5. Improved customer, client or patient service.

The overall benefits are **REDUCED COSTS AND INCREASED PROFITS.**

Safeguard Color Sentry Color Coded filing has been designed to function efficiently with three different filing methods:

- Alphabetical filing
- Numeric filing
- Terminal Digit filing

Why Choose Safeguard?

Safeguard's Color Sentry open shelf filing system offers many advantages — some of them unique to the Australian market.

1. Color Coded Labels packaged in self dispensing boxes — actually hands you a ready to apply label — scored down the centre for easy application.
2. The Labels are rolled on a 2" core rather than a 1" core — less chance of label peeling off prematurely at end of roll.
3. Labels are polylaminated over fade resistant inks to provide brighter colors, maximum durability and protection against soiling.
4. Safeguard offer foolscap size expansion folders — providing up to 5" expansion for extremely bulky files — with the same end tab facility for color coding as our standard foolscap files.
5. Other optional accessories to the file folder include kraft and clear plastic envelopes, foam clip fasteners, name label protectors and more.

With Safeguard you would be dealing with an international company who have had extensive experience supplying Color Coded Filing Products to large and small installations around the world. The Australian arm of Safeguard is based in Toowoomba, Queensland and is predominantly Queensland owned.

Ring Bob McDonald at Head Office on (076) 32 9111 for the name of your nearest distributor and let Safeguard solve your filing problems — for a lot less than you may think.



Safeguard
BUSINESS SYSTEMS

170 James Street, Toowoomba, Qld. 4350
Phone (076) 32 9111 Fax (076) 38 4668

WORKSAVERS



There's no accounting for the way some filing systems are run.

In an efficiency conscious business world, there can be no place for a misfile. Lost or misplaced information can lose money, credibility and, ultimately, business itself.

Safeguard's new Color information retrieval system enables you to file and retrieve essential information... fast! And eliminate the risk of misfiles on the way.

A space saving, time saving system that reduces misfiles and simplifies information retrieval. With key area information visible for quick recognition.

Marketing information at a glance.

Using the same proven principles of color coding, Safeguard has come up with the ultimate in desk top Marketing aids. Color Master.



Safeguard
BUSINESS SYSTEMS

170 JAMES STREET,
TOOWOOMBA, QLD. 4350.
Telephone: (076) 32 9111
Facsimile: (076) 38 4668

Sales Offices: Brisbane, Gold Coast, Sydney
Newcastle, Wollongong, Melbourne,
Adelaide.

Color Coded
Filing Specialists

Color Master can show you at a glance; when and who to talk to, whether their account is in credit or overdue. It can also provide instant recognition of stock levels, sales positions, key reference points, forward planning and back-checking. In fact, it can show you anything that's relevant to your business.

Just think of the time and money you'll save by having all the critical information to hand. No more delays while computers run through an entire program before coming-up with the data you so urgently need. No more hassles.

All you need is an eye for color... and the will to save money. Whatever your business, Color Sentry and Color Master are the cost-effective answers to improved business efficiency. See for yourself by returning the coupon below.

By all accounts I need to know more about Color Sentry and Color Master systems.

Name _____

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Post to:— Safeguard Business Systems
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