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iQ

THE R·I·M QUARTERLY

Professionals Australasia

A LIFETIME OF LEARNING

Practitioner, 'pracademic' or just plain mad?

Developing your toolbox of tricks

Which RIM qualification should you choose?

+ Hey RIM professional – why should *you* undertake ongoing education?

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iQ THE R·I·M QUARTERLY
Professionals Australasia

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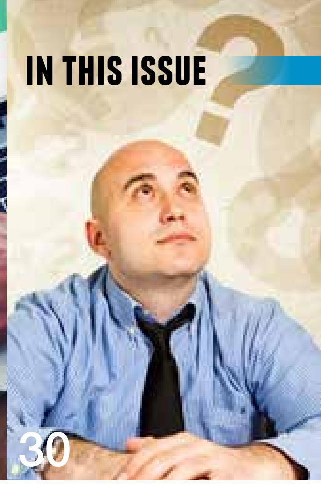


CONTENTS

View from the Chair

A word from Debbie Prout ... 2

Industry news

Worldwide RIM news ... 3

Psychology of RIM

Heroes and villains. By Craig Grimestad ... 8

A lifetime of learning

Hey RIM professional – why should you undertake ongoing education and training? ... 10

Practitioner, 'pracademic' or just plain mad? By Chris Colwell ... 15

Making the most of lifelong learning. By Linda Shave ... 18

Developing your toolbox of tricks. By Linda Shave ... 20

Enhance your career with 3 simple strategic tips. By Long Yun Siang ... 26

Making use of social media networks for new industry professionals. By Keri Gray ... 28

Which recordkeeping qualification level is right for me? By Michelle Linton ... 30

Information governance

The impact of 'social, mobile, cloud' on information governance. By Pierre Van Beneden ... 32

Risk management

Knowing the unknown – managing future risks. By Robin Smith ... 34

Managing risk, delivering savings. By Trish Bailey ... 37

Information management

The fundamental philosophy. By Clive Holtham ... 39

inForum 2015

Digital Dreams (not digital nightmares) ... 42

Awards

RIMPA Awards 2015 – call for nominations ... 51

Debbie Prout, Chairman of the Board, RIM Professionals Australasia

To keep the profession current, we must all undertake CPD

Education and professional development are two of the most important things you need to undertake to ensure your career in records and information management continues to flourish.

People often say to me how do you know so much and I always say you never know everything about your profession, so it is important to keep up with what is happening in your environment. Life is about continuing to learn and grow. Whether it is undertaking university or TAFE courses or simply learning how to cope with life, you need to continue to develop.

Early on in my career I was very brash and outspoken and, like many young people, thought I had all the answers. My first mentor taught me to listen to others and allow them to have a point of view even if it was different from mine. As a young person, how do you learn these new skills and acquire knowledge? Find a good mentor, and attend workshops, seminars and networking events. The best knowledge you will ever receive in our industry is from others. Be prepared to share what you learn and remember robust discussion is good discussion.

More and more organisations are seeking to employ people with qualifications, so now more than ever it is important that you undertake formal education. When I started out in records management over 30 years ago, very few people in our industry had formal qualifications and we received our training 'on the job'. To be a member of RMAA (now RIMPA) you did not have to have qualifications you only had to demonstrate experience.

A number of years ago the criteria for professional membership was changed so that all members must now hold some form of qualification – a diploma for Associate level and a Bachelor degree for member or fellow. We also recognise that to keep the profession current we must all undertake continuing professional development. I encourage you to keep up the learning, continue to share the knowledge with one and another, and keep attending RIMPA events.

For information on the CPD scheme or to find out what courses, seminars or workshops are available, check out rimpa.com.au

Debbie Prout
Chairman of the Board

RIMPA Professional Members: have you submitted your CPD yet?

The RIMPA Board requires our Professional Members to comply with a mandatory continuing professional development (CPD) program.

Along with the RIMPA Code of Ethics, under which members are responsible for undertaking ongoing professional development, the RIMPA CPD Scheme helps to demonstrate that Professional Members are committed to serving the public and the profession by maintaining and developing their proficiency and competence.

The RIMPA CPD Scheme is intended to be flexible and to allow members to determine and select their own learning needs.

The CPD Scheme is compulsory for Professional Members.

- Returns are to be sent annually
- 50 points are required per year
- CPD will be requested in April and due by 30 April.
- Any CPD that has not been completed (or terms negotiated with the CEO) at the time of the issue of invoices (May), the invoice will be for the full individual rate (not the discounted professional member rate).

In a nutshell…

Your CPD, demonstrating a minimum of 50 points for the past year, was due by 30 April. If your return was not submitted on time, your membership for 2015-16 will be charged at the full rate.

It is now May – if you have not submitted your CPD and have not already contacted Kate Walker to discuss, please do so immediately.

Any questions please contact: kate.walker@rimpa.com.au

WORLDWIDE NEWS

US Government recognises RIM profession

The United States Government has, for the first time, formally acknowledged and classified records and information management as a unique profession. The federal government's Office of Personnel Management (OPM) in March issued a 15-page 'flysheet'[1] listing qualifications, standards and titling guidelines "to reform records management roles, responsibilities, and skill sets".

The order was mandated by the by the 2011 *Presidential Memorandum on Managing Government Records*. It was welcomed by the National Archives and Records Administration (NARA). The administration's Chief Records Officer's blog page[2] celebrated: "This action formally created a new occupational series of records and information management. We believe this will elevate the roles, responsibilities and skill sets for agency records officers and other records and information professionals."

Automation impact

The OPM publication lists required qualification standards, general occupational information and 'typical duties' for the profession. It discusses the 'impact of automation', declaring: "Although computers are used to facilitate work within this series, the use of automation itself does not change the primary purpose of the work. Proper classification of positions is based on the relevant knowledge and skills required to perform the primary duties of the position."

An OPM Deputy Associate Director, Kimberly A. Holden said, "Establishment of this new series brings into focus the records and information management workforce using one occupational series to provide consistency in describing, classifying, and recruiting for records and information management specialists across the federal government."

This series comprises positions that supervise, lead or perform RIM work, which includes planning, controlling, directing, organising, training, promoting, and other activities involved in records creation, disposition, maintenance and use. Federal government agencies have been given 12 months to apply the occupational series to their administrations.

New home for Australia's archival treasures

A new purpose-built preservation and storage facility for Australia's 40 million Commonwealth records is being built in the nation's capital.

The National Archives of Australia and developer Doma Group jointly announced their contract for a 30-year lease of the new environmentally-designed building, expected to be ready in 2017.

"This is a major milestone for the Archives. This building will provide a modern facility to keep the nation's memory alive for future generations," said National Archives Director-General David Fricker. "The preservation and accessibility of these Government records underpins our democratic process and ensures public accountability.

"It's also a milestone for our digital transition. This is the last repository we will see built for the storage of paper, providing capacity to continue transfers of remaining analogue records held by Government agencies as they complete the transition to digital records management.'

Despite increasing numbers of digital records already being preserved by the National Archives, the need to store paper, audio-visual and other analogue records remains high.

"In 2013 a survey of government agencies showed the quantity of records of national significance awaiting transfer to the National Archives had grown to 254 shelf kilometres," said Mr Fricker.

The new building, to be constructed in Vicars Street, Mitchell has an agreed completion date of 2017. It will be designed, built, owned, furnished, and maintained by the developer Doma Group and then leased on a long-term basis by the National Archives.

"The National Archives' ability to meet its legislative responsibilities – to preserve significant Australian government records for the benefit of all Australians – depends upon us having adequate storage capacity," said Mr Fricker.

"The records in our care come in many formats, some are quite fragile and prone to deterioration. Controlled environments are necessary to store them, and our professional archivists require specialised facilities to preserve them. The purpose of our work is to provide public access to our collection and we are always thinking about the best way to do that."

In the early 1970s, the National Archives determined that purpose-built repositories were the first line of defence for the nation's heritage.

In 1971 work had begun on the first of these buildings at Villawood in Sydney. By the time stage 2 was completed in 1975, the building provided air-conditioned accommodation for all permanent records and low-temperature vaults for the extensive film and tape collection.

However, in Canberra, Australia's important historical records were still housed in tin Nissen huts beside Lake Burley Griffin until the late 1970s.

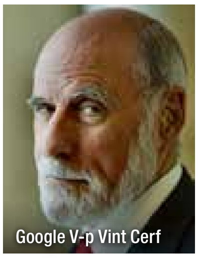
During heavy rains in 1976 there was a real possibility that the lake would flood and destroy archival government records. It was seen as a national disgrace. After this scare, tenders were sought for a long-delayed repository at Mitchell occupied in 1981.

When completed, the contemporary purpose-built facility at Mitchell will hold the equivalent of 25% of the National Archives' current collection. It will include a conservation laboratory, digital archives for classified and unclassified records and cold storage areas.

It will accommodate 150 staff, additional storage for paper and audio-visual archival records and increasing numbers of digital records. Its passive, green design will minimise energy and resource use, greenhouse gas emissions and its environmental footprint.

Artist's impression of National Archives Preservation Facility, Mitchell ACT

Google boss seeks digital vellum to stop 'bit-rot'


Google V-p Vint Cerf

Google vice-president Vinton 'Vint' Cerf has challenged global IT innovators to come up with an everlasting 'digital vellum', a digital process to equal the longevity of the ancients' leather parchments that have survived thousands of years of history.

He was addressing the annual conclave of the American Association for the Advancement of Science in San Jose, California, warning that without a digital answer to what he calls 'bit rot' humanity's first steps into the digital age would be lost to future historians[3].

"When you think about the quantity of documentation from our daily lives that is captured in digital form, like our interactions by email, people's tweets, and all of the world wide web, it's clear that we stand to lose an awful lot of our history," he said.

Far into the future

"We don't want our digital lives to fade away. If we want to preserve them, we need to make sure that the digital objects we create today can still be rendered far into the future," he added.

He sought development of 'digital vellum' to preserve old software and hardware so that out-of-date files could be recovered no matter how old they are. He commented:

"We are nonchalantly throwing all of our data into what could become an information black hole without realising it. We digitise things because we think we will preserve them, but what we don't understand is that unless we take other steps, those digital versions may not be any better, and may even be worse, than the artefacts that we digitised.

"If there are photos you really care about, print them out," he recommended

He conceded that historians would take steps to preserve material considered important by today's standards, but argued that the significance of documents and correspondence was often not fully appreciated until hundreds of years later. "We've been surprised by what we've learned from objects that have been preserved purely by happenstance that give us insights into an earlier civilisation," he said.

BL seeks $80m to save its sounds

The British Library is panhandling private and public sector partners for $80million (£40m) to save its archive of six million sounds, from the voice of Florence Nightingale to the call of now-extinct birds.

The campaign was launched earlier this year with a grim warning that many of the original recordings could be lost over the next 15 years as old recording platforms and equipment to use them disintegrate.

A spokesman for the British Library said: "The nation's sound collections are under threat, both from physical degradation and as the means of playing them disappear from production.

"The Library's own collections are made up of over 40 formats, from wax cylinders, to cassette players, to reel-to-reel and digital minidiscs. The equipment to play them is no longer being produced, and will become harder and more expensive to replace and repair. Lacquer discs, cassette tapes and other formats are all facing decay.

Unreadable in 15 years

"This is urgent – the archival consensus is that that we have 15 years in which to save our sound collections before they become unreadable and are effectively lost.

"Our goal is to preserve as much as possible of the nation's rare and unique sound recordings over the next 15 years."

The British Library was founded in 1972 and hopes to have its whole audio archives digitally secure by its half-centennial in 2023. Parts of the collection considered most at risk include the national collection of music, recordings of local accents and dialects used to monitor the evolution of the English language and sounds of steam engines, coastal regions, factories, weather and other environmental soundscapes.

Voices archived include that of Christabel Pankhurst, James Joyce and Noel Coward, as well as decades of theatre productions such as the opening night of the Old Vic's *Hamlet*, directed by Sir Laurence Olivier.

NZ Privacy boss spotlights private sector

The New Zealand Privacy Commissioner, lawyer John Edwards, has spotlighted private sector organisations in a new drive to "ensure they are capable and accountable".

The new strategy, Making the Future[4], was launched with the focus: "While the Privacy Act covers both private and public

BRITISH LIBRARY IMAGE: BIKEWORLDTRAVEL / SHUTTERSTOCK.COM sector, we've been giving most of our attention to the public sector for a long time. If we want New Zealanders' privacy to play a role in innovation, we need to talk to the private sector more."

The procedures, to run over the "next three to five years", will try and make privacy easy, the Commissioner's blog announced in December: "After spending some time researching and talking to people involved in local and international technology and IT, we reckon this is the best way to build maturity in the private sector."

The media release went on: "Why the private sector? While the Privacy Act covers both private and public sector, we've been giving most of our attention to the public sector for a long time. If we want New Zealanders' privacy to play a role in innovation, we need to talk to the private sector more."

Strategy with teeth

"We've also made sure the approach doesn't forget everyone else. The priorities we've chosen will help build public sector privacy and the 'privacy literacy' and empowerment of New Zealanders too.

"What you'll see from us over the next 12 months is a move towards creating tools and resources that are business focused. We want privacy implementation to have as little friction as possible."

The Commissioner showed his teeth with the pay-off line: "We're going to use our powers more consistently too. We know there are plenty of businesses out there who want to do right by their customers, but there are also those that disregard their privacy obligations. We've recently introduced a naming policy to make examples of poor privacy performance and there will be more small changes like this to come."

CEOs and information managers don't understand each other

Making the most of information is a priority for many businesses. However, a new study from storage and information management company, Iron Mountain shows that a lack of understanding between those who manage and those who use information is making it harder to achieve this goal.

The study found that 89% of UK business leaders don't fully understand what their information managers do. In return, 56% of UK records and information managers admit they don't know exactly what senior business leaders want and need from information – with 66% confused about the information needs of colleagues in marketing, manufacturing, finance and other departments.

The study shows just one in ten (10%) of the business leaders surveyed had complete confidence in their organisation's ability to extract the full value from its information.

These trends and their impact are echoed elsewhere, with one global study finding that just 27% of firms say their employees have access to the data they need, and 42% admit that access to their data is cumbersome.

Top Kiwi scholarship for digital storage sleuth

Seems like everyone's claiming a slice of Elizabeth Charlton, 2015 winner of New Zealand's top IRM award, the Ian McLean Wards Scholarship.

The scholarship trust called her an "archivist at Wellington's Marist Archives". A NZ Open Polytechnic media release announced she had "completed her Diploma in Records and Information Management with the Open Polytechnic last year". Leading Wellington consultancy, Flying Filing Squad, boasted: "She has worked for the Squad – all the good ones have."

The $10,000 scholarship will help fund Elizabeth to the University of North Carolina where she plans to create a 'tool box' to address a significant gap in practical guidelines for the conservation and administration of digital records.

A former teacher and administrator, Elizabeth told *iQ*: "This research draws on the principles of records management and keeping the integrity of digital documents that are transferred. While bigger organisations have resources, staff and equipment to transfer without compromising the integrity of the data, smaller community archives don't," she says.

Archives scholar Elizabeth Charlton

"I think wow!"

She understands the enormity of her task, acknowledging: "Considering I have only just finished my diploma, [the scholarship shows] a lot of trust in me. I look at my proposal and think wow! There are so many aspects to consider with digital preservation, if I feel overwhelmed, I think back to my Open Polytechnic learning material, take a deep breath and break it down into manageable next steps."

Announcing the award in March, the scholarship trust chair, Dr Brad Patterson, noted a recent NZ Qualifications Authority-sponsored survey identifying management of digital records as a major skill gap within the broader information management and services professions. Dr Paterson said: "As the gap was almost certainly acute in smaller community repositories, the Trust was pleased to be able to support this initiative to fashion improvement strategies for such institutions."

The scholarship honours the contributions to New Zealand's documentary heritage of Ian McLean Wards (1920-2003), Chief Government Historian between 1968 and 1983.

Files of terror Stasi police on-line

The files of the Stasi, communist East Germany's notorious secret police, have been posted on-line for the first time on an official German website[5].

One of the most effective intelligence organisations of the Cold War, the Stasi kept an iron grip on every aspect of life inside East Germany, spying on its own citizens and keeping extensive files on millions of them.

When the Berlin Wall was breached in 1989, Stasi officers tried to destroy files but ordinary East German citizens stormed the Stasi offices in the city of Erfurt to protect the documents. Physical files have been open on site since 1992, but this is the first time some of the documents have been made available world-wide. The archive went on line at the beginning of the year.

The website does not include files on living individuals, for privacy reasons. The 2,500 pages online include extensive information on a popular uprising against communist rule in 1953 that was suppressed by Soviet troops, as well as the fall of the Berlin Wall. The website also carries 15 hours of film and six hours of sound recordings.

British IM societies form joint lobby group

Four of the Britain's top UK information management profession societies have agreed a joint lobby group to provide a bigger voice promoting the benefits of good information management and the value of information management practitioners' expertise to "the economy, society and the wellbeing of its people".

The Information Management Alliance was founded in March by the Chartered Institute of Library and Information Professionals (CILIP), the Information and Records Management Society (IRMS), the Archives and Records Association and the Special Libraries Association.

In a joint statement, the new group announced: "An informal partnership of equal parties with clear objectives to build advocacy by means of both qualitative and quantitative evidence, aiming to influence governments, business leaders and decision makers in the UK. Activity and work programs will be developed and delivered across 2015."

Participatory democracy tool

CILIP Trustee, Karen McFarlane, said: "It's great that this lobbying alliance is bringing together, as equal partners, the leading associations supporting practitioners in the IM sector.

"Together, we can deliver a clear message about the importance of IM to the UK's economy and society, creating a new lobbying voice at a high political level for the IM sector and its practitioners. Together the wide IM Community can achieve so much more for the benefit of all."

The IRMS Executive revealed that the IM Alliance would be governed by a green paper setting out the building blocks for key partners. In its announcement to members, the executive explained: "It will be a tool of participatory democracy; the basis of a pledge/commitment. It will have a set of value statements on good IM principles with supporting evidence."

British Government 'finds' legacy paper files

British Foreign and Commonwealth Office has uncovered 170,000 "legacy paper files"… spin language for documents that should have been transferred to the UK National Archives… as a result of a Government-wide audit following allegations of embarrassing records "unlawfully held for decades"[6].

The Foreign Office's Minister for Europe, David Lidington, in January informed the Westminster Parliament that a

"substantial number" of files had recently been located, part of a massive audit of UK government offices and overseas posts begun a year ago. The minister gave little more detail but reaction among observers was sharp.

"Surprise, surprise. We've heard this before," commented Caroline Elkins, a Pulitzer Prize-winning historian at Harvard University. "170,000 files is a hell of a lot to find in filing cabinets."

Cambridge University historian Dr Tony Badger who serves as the independent reviewer of yet-to-be-released historic archives the FCO undertook an "extraordinary troll" of its file holdings last year. "It was quite a disruptive process… They went through all sorts of departments. If you go into the Foreign Office, you see all sorts of filing cabinets all over the place."

In 2013, the *Guardian* revealed that the FCO was withholding hundreds of thousands of historic documents some dating back to the 1800s, others detailing British relations during the end-of-British Empire period and the Cold War. The documents reportedly occupied some 15 miles of floor-to-ceiling shelving. Included in these "Special Collections" were 50 linear meters of Hong Kong colonial files and 77 meters of "Nazi persecution case files", reports said. ❖

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CONTACT US If you have any news stories for *iQ*, please contact editor.iq@rimpa.com.au

Next issue

Digital dreams (not digital nightmares)

Do you have any stories to tell about digital dreams or digital nightmares? Topics includes: data, the cloud, digitalisation, digital repositories/disposal/destruction, automation, content management, context management, EDRMS and mobile technologies. Or do you have any stories about how these things have influenced your team in the workplace that you wish to share? We would love to hear from you.

Articles due: Wednesday 1 July

THE PSYCHOLOGY OF RIM – HEROES AND VILLAINS

In the information governance culture, individuals are not celebrated for producing records beyond their retention requirement, but rather by saying "in accordance with company policy, I no longer retain or have access to that information".

By **Craig Grimestad**

In the last issue of *iQ* (Feb 2015) in 'Psychology of RIM – Causing good employees to behave badly', we identified that companies need good planning and proper timing to avoid creating a conflict for employees between following company policy, or doing what they think is best for the company.

There is another related track that needs to be discussed and that is the individual who is not quite so honorable, but has held a position of high esteem, at least in part, because they could provide information to solve problems with their great personal store of information. They have 'kept everything' and it has given them prestige and made them 'heroes' in the old culture. They are strongly resistant to giving up their personal retention of information that has served them so well for so long.

Acceptable behavior in the old culture is not acceptable in the new culture. Those who kept a copy of everything for their length of employment in the old culture were often celebrated when they produced a piece of helpful information from their personal repository. No more. In the new culture, personal repositories give way to official repositories, and records have specific retention requirements per the Records Retention Schedule.

Company policy requires that records and their copies be disposed of as specified by the Records Retention Schedule. Effectively, individuals retaining personal repositories of

Effectively, individuals retaining personal repositories of records or record copies beyond their retention requirement are 'villains' in the new culture

records or record copies beyond their retention requirement are 'villains' in the new culture. There must be no celebration even if they 'save the day' and get the company out of a jam by finding a record or copy overdue for disposal from their personal repository.

There is a bigger picture here, where they have caused much harm. They put the company at risk both by having records the company has designated for disposal, and by undermining the credibility of the entire information governance (IG) process by not being compliant with company policy.

A company's IG program will not be viewed as credible by the legal system if employees are able to 'opt out' or ignore the disposal requirement. In the new culture one needs to be celebrated when they say "In accordance with company policy, I no longer retain or have access to that information". Ah, now we celebrate!

CREATING HEROES IN THE NEW CULTURE

How does one prevent the transition of 'heroes' to 'villains', and instead, cause a transition of 'heroes' in the old culture to 'heroes' in the new culture?

The answer is found in the 'Rules of the road for cultural change' (see 'Psychology of RIM', *iQ*, Feb and May 2014 issues). While each of the rules will be helpful, there is a critical sub-set for this situation:

- **Rule #5** – Create a favorable social climate. It is immensely helpful if it can be established that this is the only game in town for all the right reasons.
- **Rule #9** – Work with the recognised leadership of the culture; in combination with **Rule #1** – Provide participation to the recipient society. These together are the key. In your planning, consider identifying each such individual and work to get them on your team – formally or informally. Solicit their ideas (for actions and tools) on how to successfully transition to the new culture. Ask them to test the proposed transition process for individuals personally to help refine and finalise the process. Provide an opportunity for them to be a role model for others – including certifying their compliance "I do not control or possess any records or record copies that are beyond their disposal requirement". Would they agree to be a teacher, an advisor or a mentor for others who need to make the transition? Are they willing to share their experience and encourage others? Give them the opportunity, and make it easy for them to be a visible 'hero' of and advocate for, the new culture.

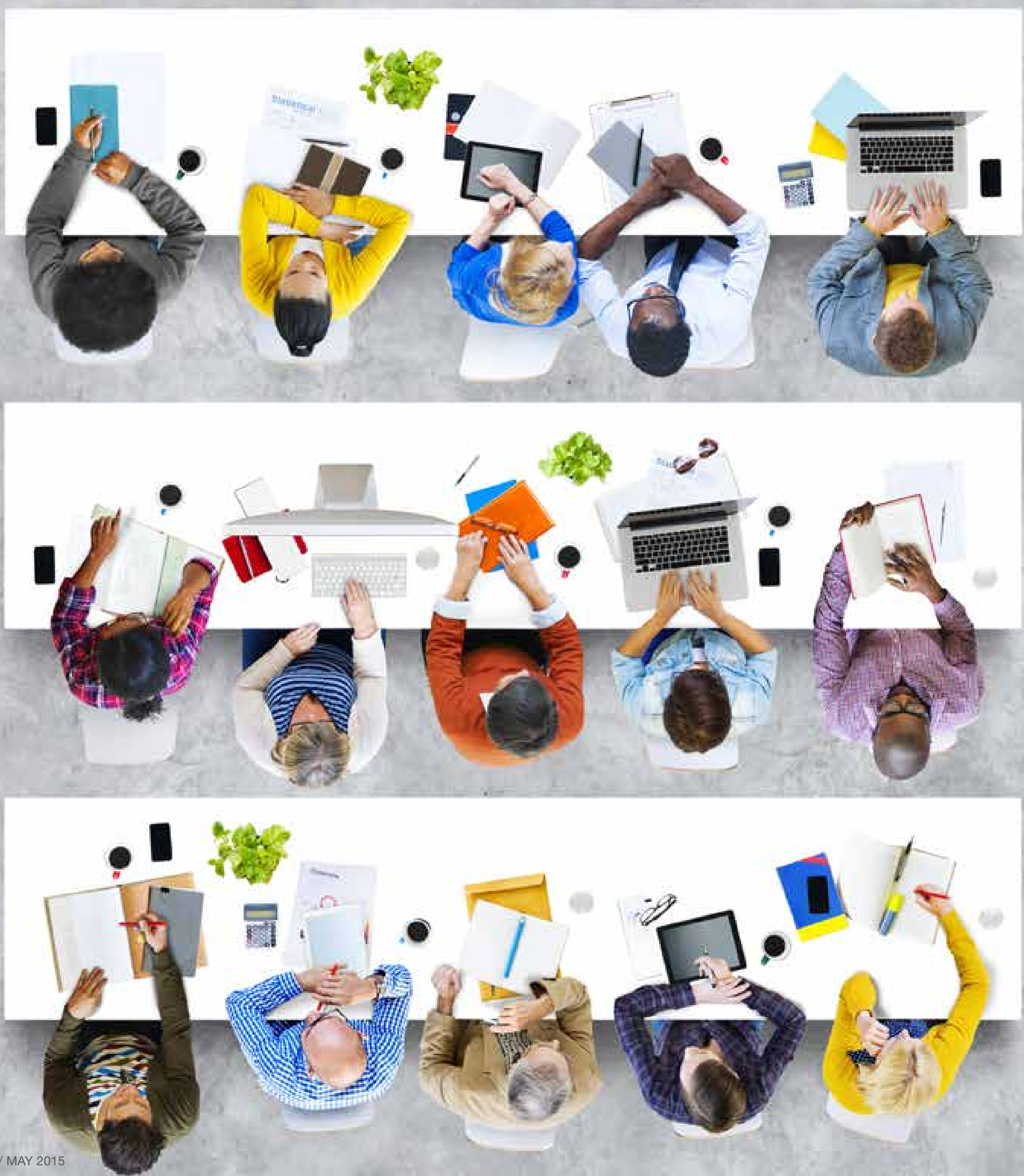
Without intervention, individuals who were 'heroes' in the keep-it-all culture are potential villains in the new culture. Identifying these individuals and making them a part of the implementation team will transform them into 'heroes' in the new culture, and provide strong assistance to the implementation effort. ❖

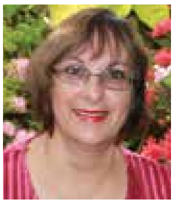
ABOUT THE AUTHOR

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

Hey RIM professional – why should you undertake ongoing education and training?

iQ asked some of our RIM industry education professionals and past RIMPA Students of the Year about the benefits of adult education…





Deborah Talbot

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RIMPA Student of the Year 2012

How has ongoing education enhanced your RIM career?
Since I received my Masters in Information Services (Knowledge Management) for which I was awarded 'Student of the Year', I have received recognition at work as a subject matter expert in knowledge management (KM) and Information Management (IM). I am recognised by staff within my organisation as the go-to person for advice on KM and IM.

Why is it important for RIM professionals to undertake CPD?
The RIM industry is changing very quickly. New technologies are impacting on how we work. We need to be aware of how those technologies affect us. We also need to bounce ideas off each other as to the latest trends in managing information. Long gone are the times of the old records centres which controlled how records were managed. In private enterprise they ceased to exist years ago and most managers now are responsible for their own records.

Even if there is a system in place, managers will often want to do their own thing and it is up to the IM experts to explain why, as well as how, records are to be managed. Mobile technologies, smart devices and big data are at the forefront of managing data and information now.

At a recent seminar I attended for public servants, one records manager asked why we need to get people to look at compliance because "managers don't care about compliance". I was shocked. That is certainly not the case in private enterprise where compliance is a major driving force. Without understanding all that is happening in the current IM sphere how can we help staff manage their information effectively?

How has the changing face of RIM changed education for RIM professionals?
IM professionals also need to look at how staff interact with their knowledge sources and how / where they work. For me in the exploration industry this means managing data remotely. We use tough tablets to enter data into our databases from remote locations. We utilise remote office communication systems to ensure staff in those remote locations have the IT and communications infrastructure available to them so it is as if they are in an office in the CBD; same download and communication speeds and functionality. We need to set up systems that are flexible to our users and robust enough that they can't be broken when they are on a 10-hour flight to the nearest help. We utilise Yammer and social networking to communicate with staff, intranets to deliver information and manage documents. The backbone behind all this is the IM staff who understand the business and the governance rules to make it work effectively and efficiently.

How has online learning changed the educational landscape for RIM professionals?
I undertook my Masters degree (in fact all my degrees) remotely. My first degree was by correspondence and my two following degrees via the internet. This shows how education is keeping up with the needs of individuals who may not be able to attend classes. Online learning has made professional development much more accessible. It has opened up many possibilities for choosing the right course for your specific needs or interests.

Has further education become a minimum requirement for practitioners entering the RIM industry?
I don't think it has as yet. In my experience employers are happy to employ people without relevant qualifications to look after the records. Most employers don't value quality records management until they have a good system that is managed well. When they see a professional make a difference to the way they can find information, they will start to value the profession.

I can't talk for the public service or other industries but in my industry it is the knowledge of geology that is primary and my blockage to promotion is based on lack of qualifications in geology despite a Master's degree in Information Services. In fact the senior people in IM tend to be qualified geologists not qualified information managers. I don't know how this relates in other industries or government.

Can you suggest other ways students can gain practical experience to enhance their theoretical studies?
As with most things in life, you need to start at an appropriate level and work your way up, using the competitive advantage of education and experience. Use your experience to gain knowledge and make the effort to continue to educate yourself. You can't expect to enter the workforce at a management level with no experience and an undergraduate degree under your belt. Show competence and then the promotions should follow.

What, if anything, would you tell people looking at RIM as a career option?
You need to be passionate about quality information; understand it is not a business that is well understood and that it's not a glamourous industry but a vitally important one. There is a strong focus at the moment on quality data management rather than traditional records management, so keep up with the latest trends and best wishes for the future.

Michelle Linton

Managing Director
Linked Training

What's the main focus of your role?
My operational role focuses on establishing the scope and quality of our educational resources, and designing training solutions for organisations. Our main clientele is focused on information management, but we undertake both technical and soft skill training in other areas as well.

Why is it important for RIM professionals to undertake CPD?
Records management continues to evolve in a digital information universe, leading to new RIM roles. RIM now has a greater responsibility to provide system solutions and business solutions than ever before. This has broadened the range of skills and knowledge required to be a successful practitioner, and the range and depth continues to increase.

Without undertaking CPD in some form RIM professionals will find their responsibilities delegated to other business areas. This challenge is already faced with the IT requirement to run the EDRMS, and some organisations delegate full administration to IT, frequently with conflicting approaches to management. CPD does not mean every person works to excel in every aspect of this diverse field, but it is important that diversity is understood, and balanced CPD is undertaken to be of the greatest value in the future. And then specialise in what you really love.

Does undertaking CPD help determine whether you have the aptitude and attitude for higher educational training?
Participating in CPD will help you discover the best path to continuous learning for you. The thirst for knowledge can be met by many learning paths and completing a qualification requires commitment to achievement within a specific timeframe. That can be a challenge, especially if you are juggling it with full- or part-time work.

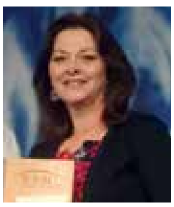
Many CPD courses are short courses that are not formally assessed, but you will discover both your capability and desire to learn. Once you know this you will be in a good position to assess the investment of time and effort required to personally complete a qualification. Even if life factors prevent your commitment to a qualification at present, by undertaking CPD you will be keeping up with modern thinking and practices. Then, when it is the right time to formalise and recognise your abilities with a qualification, you'll already be well equipped.

How has online learning changed the educational landscape for RIM professionals?
Running an organisation that provides online learning, I've seen it open up records management as a valid profession to people in remote Australia. The beauty of online learning is that it is available to anyone, anywhere, and generally at any time. Thus there are a large number of mature records managers taking the opportunity to gain qualifications, for whom it has been impossible to achieve previously without great personal time disadvantage or cost.

As people learn, they apply improved practices within their organisations, and are also better able to communicate the importance of recordkeeping to people. The whole industry, and remote councils and community groups in particular, are now able to gain equal access to education that was once the privilege of their city-based counterparts.

There are some mentoring programs which are successfully helping 'students' transition into valued employees. Can you suggest other ways students can gain practical experience to enhance their theoretical studies?
It's great to be mentored, but taking on the responsibility of teaching other staff in the RIM department is also a good way to transfer theory into practice. Teaching forces you to reflect on the application of theory, and how to communicate that clearly to people. Start at a level you are comfortable with. One to one, and just the very basics is fine, and progress as you gain skills yourself. In time you will also be a valuable mentor too.

What, if anything, would you tell people looking at RIM as a career option?
Embrace all aspects of the role. I've experienced the circumstance where capable record coordinators limit their potential and opportunities by viewing the pure records management aspects as the most important in their range of skills, and therefore do not pursue development in other areas. The RIM leaders of the future will have a broad knowledge base, depth in a particular skill, and excellence in business analysis, communication and people management.



Julie Walker
Records Services Coordinator
Lake Macquarie City Council
RIMPA Student of the Year 2014

How has ongoing education enhanced your RIM career?
I understand my job so much better, and am operating at a much higher level than before.

Why is it important for RIM professionals to undertake CPD?
The theory provides a great framework for you to operate from, management take you seriously, and your decisions

and actions are much better informed. It also allows you to establish networks with other RIM professionals.

How has the changing face of RIM changed education for RIM professionals?
To be able to be an effective RIM professional, you need to have a good understanding of the digital world and what it offers. The aims of records management are substantially the same, however the tools used within the digital environment to achieve those aims are very different.

Does undertaking CPD help determine whether you have the aptitude and attitude for higher educational training?
If you are interested in learning and positive about what change can offer, then undertaking CPD is a great way to find out what is new. I think anyone who likes to embrace change and likes the stimulus provided by learning has the right attitude for higher educational training.

How has online learning changed the educational landscape for RIM professionals?
The positives are that you can access webinars and podcasts while in your regular workplace, or at home. Information is easier to access online.

Has further education become a minimum requirement for practitioners entering the RIM industry?
To have informed, skilled practitioners you need to have a formal qualifications in RIM.

Dr Pauline Joseph
BAppSci Hons (Curtin), PhD (UWA)
Lecturer, Graduate Coordinator
Department of Information Studies
School of Media, Culture and Creative Arts
Curtin University

How has ongoing education enhanced your career personally as a RIM professional?
It has opened new career pathways for me and enabled me to transit from a RIM practitioner to an academic. It also enables me to keep up with the continuing changes in our profession and do my job well.

Why is it important for RIM professionals to undertake CPD?
CPD is important because we work in a profession that needs to be reactive to what is happening in our world in order to provide better services and remain relevant to our organisations and community.

We work with 'information', which is a dynamic commodity as it has many formats – more electronic. Electronic information is created, received, accessed, collaborated, used and re-used by anyone and at anytime using various information communications technologies. This means the commodity we are custodians for is constantly undergoing changes and each iteration presents new challenges to how we manage it. Further, legislations and community expectations influence how information is governed, accessed, used, retained and preserved. Hence, there are constant changes to the way we practice, implement and advocate records management in our organisations and, for me, in my teaching. Given these changes to the information commodity and the factors influencing its management, it is important to undertake CPD to keep up with new technologies, standards, legislations, and to learn from best practice case studies from our professional peers. CPD is important to remain successful as a RIM professional in the 21st century.

Allow me to conclude by stating that at times I have observed an expectation in our industry that our employers need to pay for our CPD not us! This is an incorrect view and our people need to get to a mindset that we are responsible for our own professional development, and as such pay for it ourselves. It is fine to negotiate with our employers to contribute towards our CPD but we need to invest in it, as well. Having time off to attend these events should be sufficient. We need to be mindful that we can leave our employer and move to greener pastures, hence it is unfair to rely on our employer for all our CPD funding support.

How has the changing face of RIM changed education for RIM professionals?
To my knowledge the current offerings in RIM education include greater components of information technologies. The core RIM units include working with enterprise content management systems and relevant information technologies. There are opportunities to discuss, investigate and write essays about digital information management challenges. There is more emphasis in our educational programs on electronic and digital information management and preservation compared to managing information in the paper paradigms.

Does undertaking CPD help determine whether you have the aptitude and attitude for higher educational training?
Yes, it does. That is the nature of CPD; you embark on it because you have recognised an information gap and thus have identified an information need. Belkin (1980) refers to this as the 'Anomalous State of Knowledge (ASK)', which he describes as an inadequacy in the user's state of knowledge with respect to a problem or task that prevents them from resolving the problem or task at hand.

Your information need usually drives your aptitude to fill your information gaps, thereby increasing your attitude for learning. CPD presents an opportunity to network with like-minded peers, as well. After attending a few breakfast seminars and conferences and having networked with fellow RIM professionals, you may be inspired to learn more and proceed with higher educational training.

How has online learning changed the educational landscape for RIM professionals?
It has increased their opportunities, as it offers more flexibility for them to pursue part-time studies whilst working full-time. There is now the flexibility to study when and where it suits them, without taking time out from work, family commitments and commuting to campus for face-to-face lectures.

Has further education become a minimum requirement for practitioners entering the RIM industry?
Unfortunately, this has not been achieved in our profession as yet. Most job advertisements do not state educational requirements for RIM positions. When it does, it states educational qualifications are desirable but not essential. This provides little incentive for new entrants to pursue educational qualifications in our profession and industry. The National Archives of Australia announced in 2014 that its recruitment policy moving forward will be to recruit people who have professional qualifications.

RIMPA mandates that education at the diploma level is required to be eligible as an Associate Member. This is a promising start but more needs to be done if we want to elevate our professional status.

There are some mentoring programs which are successfully helping 'students' transition into valued employees. Can you suggest other ways students can gain practical experience to enhance their theoretical studies?

A number of my students reported that they found it hard to get into our profession upon graduation because most jobs advertised asked for work experience and they did not have it yet. This is a pity as they are quality students who have invested in their education and were ready to join our profession and contribute positively.

I approached a few RIM professionals and suggested they offer cadetships for graduating RIM students and shared how this is a 'win-win' strategy for everyone (student, employer, RIM profession).

I have since partnered with Julie Mathieson, Records Team Leader at the City of Perth to offer a Cadetship Program to help students transit successfully to the workforce. The successful applicant is appointed as a paid records officer at the City of Perth for six months.

This cadetship program has been running since 2013 and thus far three RIM students have completed the cadetship and have successfully transited into the work force. The fourth student is currently working at the City of Perth.

Julie and I worked out selection criteria for the program. One of the criteria is that the cadetship is only offered to third-year students enrolled in our courses with a records and archives management component. Students have to go through the usual job application process that includes preparing their resume, addressing the selection criteria and attending the interview process. Students work part-time so that they are able to continue with their studies.

I hope Julie Mathieson has inspired other RIM professionals to consider offering cadetship programs. We have students across Australia who would like such opportunities and I look forward to working with likeminded professionals on similar offerings.

City of Perth's & Curtin University's Records Officer Cadet Program: Nicholas Wilson, Joshua Ihlein, Dr Pauline Joseph, Trelawney Williams and Kate Faulds

What, if anything, would you tell people looking at RIM as a career option?

I would firstly encourage and welcome them into our profession. I would tell them that they have embarked on a career that is dynamic and constantly evolving. Hence to succeed, they need to continue with their professional development to acquire new skill sets and contribute to the profession. By the time they retire, they would have morphed into many new careers managing information, but no longer will be referred to as RIM professionals.

Nicole Thorne-Vicatos

BA, GradDipBusInfMgmt
Records Manager
Information Management Systems and Technology (IMSaT)
Great Barrier Reef Marine Park Authority
RIMPA Student of the Year 2013

How has ongoing education enhanced your RIM career?

Much of my early training in records management was perfunctory as the rest of the team were working through tasks by rote and replicated what they had been taught. As my knowledge increased, I realised that there was much more to records management than the duties we performed. Professional development and tertiary study filled the gaps of knowledge that I knew existed and also confirmed that there was still more left to learn. The more I learnt about records management, the more intrigued I became and I realised that this wasn't just a job – it was a career.

Why is it important for RIM professionals to undertake CPD?

For the fundamental reason that applies to all professionals: to remain current, innovative and interested. For records professionals in remote areas like myself, opportunities to attend professional development events are subject to budgetary constraints which can be a hurdle. So if any North Queenslanders are interested in meeting up, let me know!

Does undertaking CPD help determine whether you have the aptitude and attitude for higher educational training?

After I completed my Bachelor of Arts degree, I was concerned that I would not be able to dedicate myself to further study as a mature age student, as I had many more responsibilities than I did previously. Luckily, I was proven wrong! I think CPD helped me realise that I wanted to learn more and helped me to identify my interest in records management. Only commit to study if you are interested in the subject!

How has online learning changed the educational landscape for RIM professionals?

I completed my studies as an external student which complemented the subject matter. As I am not exactly a technophile, it increased my IT capabilities and in doing so, made me realise that I can learn to work in new digital systems. As my workplace is currently implementing RecordPoint, my confidence in facing the process is heightened and this flows on to the users.

Has further education become a minimum requirement for practitioners entering the RIM industry?

In my experiences, a fair share of RIMers stumble into a records management career. I have yet to meet someone who knew they would be working in this field since they were a child. Therefore their introduction is working in administrative positions that require on-the-job training and that is where the interest begins. So, in regional areas at least, I wouldn't agree with that statement. I do however agree that anyone who desires to turn RIM into a career should definitely invest in further education.

What, if anything, would you tell people looking at RIM as a career option?

Don't be dissuaded by the blank looks you will receive when people ask what you do for work. RIM is usually not the core business of a workplace, it's just the part that keeps everyone out of trouble. If you enjoy working in an environment that requires attention to detail, selling a message to people and problem solving, then you are in the right place.

Practitioner, 'pracademic' or just plain mad?

A reflection on the life of a part-time doctoral student

For our (already well-qualified) author, who is currently undertaking a part-time PhD, a lifetime of learning continues to be both a rewarding – and testing – experience… but one that he would recommend to anyone even remotely considering ongoing learning.

By **Christopher Colwell, FRMA (Life)**

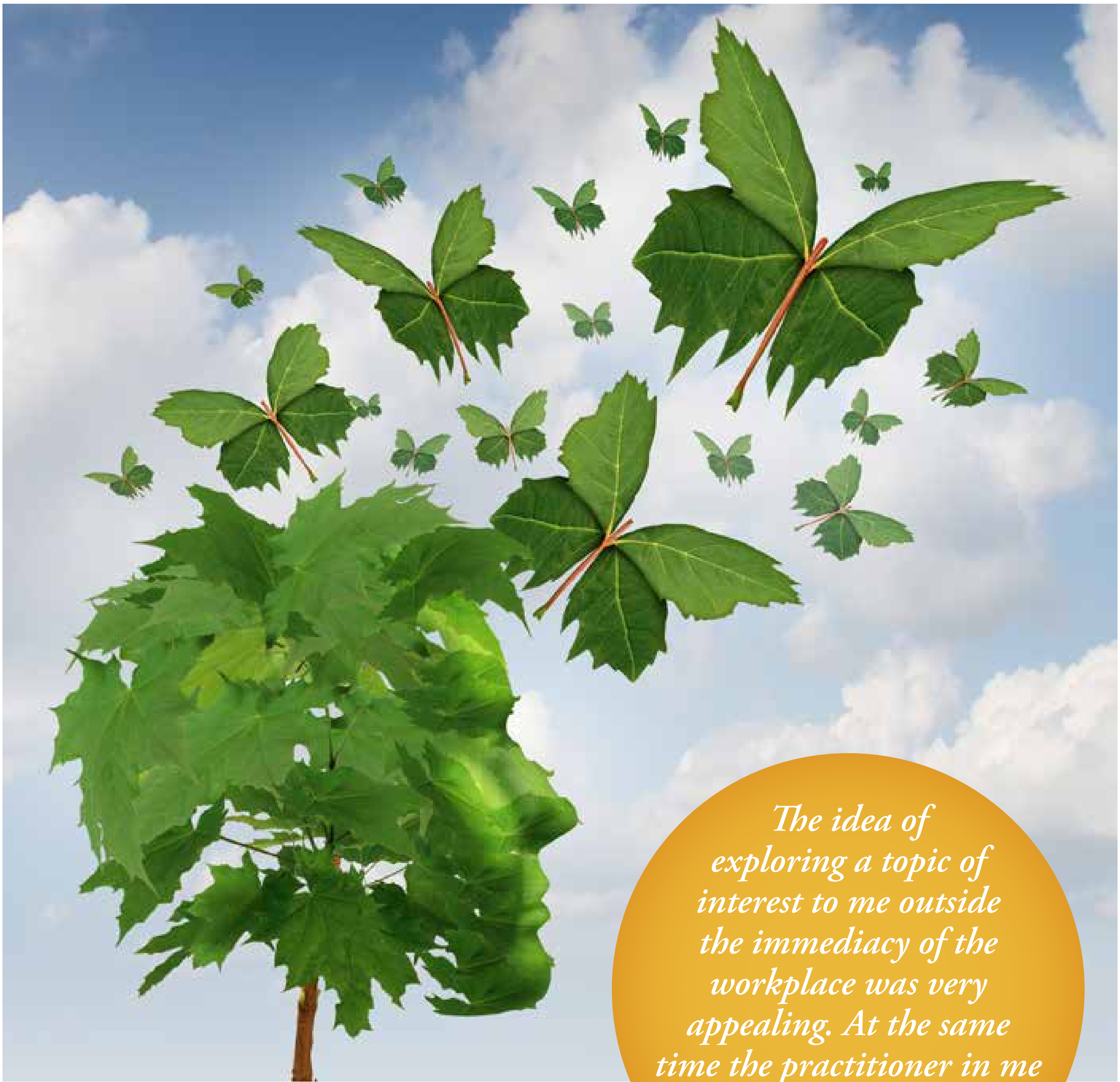
When the theme of this issue was advertised I thought it would be useful to talk about doctoral studies as part of lifelong learning. Doing a PhD isn't something that is talked about very often, but as I have discovered since embarking on the journey, there are a surprising number of doctoral candidates at the various universities across Australasia (and around the world) all doing research in the recordkeeping disciplines. A lot of it is great research and useful for practitioners, but we don't really know it is going on.

That is part of the motivation for me writing this article. The link between academia and practice is sometimes tenuous at best, but the scholarly practitioner (sometimes called a 'pracademic') plays an important boundary-spanning role and is one way of linking the two. Pracademics bring insights to their research from practice and their teaching is given credibility as they draw on experience to support theoretical points. But they also benefit themselves through a deeper engagement with the literature and from an international perspective (Posner, 2009). I know that that has been my experience and I believe that we need more if we are ever going to close the gap.

LET YOUR PASSION GUIDE YOU

In preparing to write this article, I came across an advertisement for a post-graduate education information evening at a local university. The slogan of the campaign read "Don't stop till you make your passion your profession". This slogan struck a chord with me (as I suspect it will with many in our profession). My observation is that passion is in plentiful supply within the recordkeeping professions. It helps sustain us and gives us the much-needed determination and resilience to implement and improve recordkeeping frameworks in organisations. It is also a key device which we use (perhaps unwittingly at times) to convince others of the value of records and records management.

In the same vein, passion is also a necessary element in undertaking part-time studies, and in particular doctoral studies. Everyone has their own unique journey, and there are many possible destinations, but every doctoral candidate I have met has one thing in common – a passion for their research topic. Mine, in short, looks at the socially constructed nature of records in organisations. My interest in the world of information behaviour, first ignited in my undergraduate degree, has led me to explore how diverse professional groups construct the concept of 'record' in the digital world.



> *The idea of exploring a topic of interest to me outside the immediacy of the workplace was very appealing. At the same time the practitioner in me wanted it to have a useful application.*

SHOULD I HAVE QUESTIONED MY SANITY?

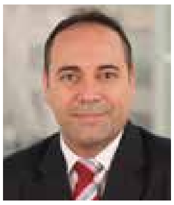
My own doctoral journey began while I was doing my Masters. For my professional project I undertook a research project, instead of something more practice-focussed. The idea of exploring a topic of interest to me outside the immediacy of the workplace was very appealing. At the same time the practitioner in me wanted it to have a useful application. My Masters research, on the ethics of recordkeeping professionals in Australasia, informed the revision of the Code of Professional Conduct and Practice and Statement of Ethical Practice.

This got me interested in research. In addition, the feedback I received from peers was also very positive. This made me feel that I had contributed in some small way to our profession and 'given something back' to a profession I was very passionate about. So when it was suggested to me that I should apply to be a doctoral candidate, it really didn't take too much convincing.

However, sometimes I think I should have said 'no' and questioned my sanity in agreeing. A doctorate is research and not coursework and it is quite a challenge to be self-directed and maintain focus over such a long period of time. For me perhaps, this has been the most challenging aspect of the degree.

One of the other key challenges early on in the doctoral process was to exit 'solution mode'. As a practitioner, I was very focussed on wanting my research to be useful and have some practical application – such is the pragmatic and practical world of the practitioner. But I learnt that I had to take a step back, and take a view of phenomena from a much broader perspective. I also had to become comfortable with the fact that there didn't have to be 'an answer'. This was

ABOUT THE AUTHOR



Christopher Colwell is a Fellow, Life Member and former director of RIMPA and an Associate of the Governance Institute of Australia and the Institute of Chartered Secretaries and Administrators (a Chartered Secretary). He has over 25 years' experience in the information disciplines, both in Australian and in the United Kingdom, and for the last 18 years has implemented records and information management programs in State and Commonwealth public sector agencies.

Chris holds an Associate Diploma of Arts (Library Practice), a Bachelor of Applied Science (information Studies), a Master of Arts (Information & Knowledge Management) and a Graduate Diploma in Applied Corporate Governance. He is currently a doctoral candidate and Casual Lecturer in the Faculty of Arts and Social Sciences at the University of Technology, Sydney.

Chris' doctoral research focusses on the perceptions of records by diverse professional groups in Australian public sector agencies. He is particularly interested in the socially constructed nature of records and the various influences on professionals' constructions of records as part of their everyday practices in the digital age.

✉ He can be contacted at Christopher.Colwell@uts.edu.au

quite challenging but also quite liberating at the same time. My research is an exploration, not the implementation of a solution.

A deeper engagement with the literature of the discipline has also been a key outcome for me and I will be presenting a paper in September at inForum on some of those insights. I thought, given my previous degrees, teaching and experience that I understood much of the theory of the discipline. I learnt that I did but only at a superficial level. I'm not sure that I yet qualify for the title of 'pracademic', but I'm certainly well on the way to having a legitimate foot in both camps.

MAKING CONNECTIONS

But possibly one of the most rewarding experiences as a doctoral candidate, apart from getting to grips with my own ideas and research, has been my participation in an international community of scholars and researchers through the Archival Educators and Researchers Institute (AERI). I first learnt about AERI at the Darwin inForum conference in 2011 where some previous attendees gave a presentation about it.

AERI has been funded by two four-year grants from the US Institute of Museum and Library Services (IMLS). The annual event is hosted by partner institutions and is designed to strengthen education and research and support academic cohort-building and mentoring. AERI is open to all academic faculty and doctoral students working in Archival Studies (broadly conceived), both nationally and internationally.

AERI aims to advance Archival Studies by creating a dynamic community of researchers, teachers, and students; to help mentor doctoral students and faculty; advance curriculum development in Archival Studies; further current research development through presentations, posters, and workshop activities; and foster collaborations both nationally and internationally (AERI, 2014).

I have been lucky enough to attend AERI since 2012. First at the University of California, Los Angeles, then at the University of Texas in Austin and last year at the University of Pittsburgh. This year it will be held at the University of Maryland, College Park just outside Washington DC.

Every year, those who attend must contribute in some way. This year, AERI is also extending its reach to scholarly practitioners as well as faculty and doctoral students. Together with some three American colleagues, one of whom has returned to practice from academia, I will be running a workshop on non-academic careers for PhDs.

This year is also the last year of the IMLS funding and I hope that AERI is able to continue in some form into the future. The AERI cohort is truly international in scope and the week-long event is a great opportunity to test ideas, be mentored and make connections. I know that I have made some lifelong friends and also gained a much broader view from my experiences at AERI.

I know that part-time study and research isn't for everyone, but I would heartily recommend it to those who might be even remotely considering it. For me it has been both a rewarding and testing experience. So, am I a practitioner, a 'pracademic' or just plain mad? The answer is probably a substantial bit of each. ❖

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Making the most of lifelong learning

In this first of two articles by the same author, Linda Shave considers the theme of this issue of *iQ* – education and professional development – finding it to be 'a perfect time to reflect on adult learning in a broader sense and to embrace the significant benefits of lifelong learning for RIM professionals'. The need to review lifelong learning is especially important because of the enormous changes to our profession and the industry as a whole, she writes.

By **Linda Shave**

New technologies are both evolving rapidly and quickly becoming pervasive. Mobile technologies such as smart-phones, tablets, BYOD, WYOD, smart dust communication, machine-to-machine, The Internet of Things, social networks and 'connecting intelligence' are disrupting our traditional ways of working and learning. These technologies will continue to evolve pushing traditional boundaries of training and development by opening up eLearning opportunities to reach new markets, using new tools and providing innovative approaches for lifelong learning.

WHAT IS 'LIFELONG LEARNING'?

In the world of business, the acquisition of knowledge, skills and behaviours are important to workplace performance and as professionals our sustainability in the workplace. No longer can we depend on the employer to provide all of our training and development needs. This is particularly so in today's dynamic, global business world. There is a need to be proactive and take responsibility for our own individual development and to embrace lifelong learning.

Lifelong learning requires continuous education and training both formally and informally on and off the job. It requires learning that is flexible, diverse and available anywhere and at any time. Lifelong learning must be student-centric in order to provide the best possible development and opportunities. Today's learners need to acquire skills and knowledge through all forms of media, methods, channels and instruments as well as through the use of social media tools and technologies.

USING SOCIAL MEDIA TO ENABLE LIFELONG LEARNING

The introduction of technology in eLearning should be seen as enhancing and supporting the learning process. The use of social media tools such as Twitter, Facebook, LinkedIn, YouTube, and Google enable the capabilities to deliver and receive written words, images and audio-visual information. Social medial tools in eLearning have the potential to influence and motivate diverse groups of people as you can connect to a global network, create groups, build learning and knowledge sharing communities, communicate, collaborate with others, as well as aggregate and share information and resources.

USING GAMIFICATION

Gamification is where a game style of play is applied to learning. Gamification techniques leverage people's natural desires for competition, achievement and status. Learners can be more motivated to explore and study subjects that otherwise would be unattractive, or seem difficult to them, by helping learners to engage, helping them making connections and to integrate easily into a specific learning community. The gamified experience is further enhanced by placing the learner into scenarios that will make them do, understand and accomplish things by providing rewards to learners via problem-solving competitions, quizzes or other game elements for accomplishing desired tasks.

USING AUGMENTED REALITY

Augmented reality in learning typically provides a real-world and real-time view. Augmented reality technology is a live view of a physical, real-world environment whose elements are augmented by computer-generated sensory experiences by adding an extra layer of virtual information on top of the perception of the real world, in real-time. As the learner completes actions, computer-generated images and effects appear using a virtual layer consisting of 3D objects or 3D scenes that amplify inputs such as audio or visual content. Augmented reality is taking interactive simulated learning to the next platform.

USING WEARABLE TECHNOLOGIES (WYOD)

Wearable technologies are networked devices that are literally wearable and able to gather and store data to be transferred or synchronised to other devices. Think of a smart-watch, a fitness band worn on your wrist, or a smart chip embedded into your clothing or glasses – all of these devices can gather data from your body movements or the surrounding environment and likewise present you with information in context with simple user interfaces. Museums and art galleries are testing immersive experiences that draw upon augmented reality visual displays. Wear your own device (WYOD) hands free devices have the potential to reshape how learning can be taught in the future.

THE USE OF AVATARS IN LEARNING

An avatar usually takes on a human-like appearance, which ranges from photographic representation to highly stylised or realistic-looking characters in both 2D and 3D environments. Avatars both speaking and non-speaking can be used to explain simple or complex subject topics to learners through storytelling and interactive activities. Avatars can effectively express and regulate emotions, and communicate social roles, thus making their function as a teacher and coach more realistic as well as improving the delivery of the message and improving the learner's experience.

REALITY OF LIFELONG LEARNING

The use of gamification, augmented reality, avatars and WYOD is just being appreciated as a means to solving a variety of obstacles in the areas of lifelong learning. The reality of lifelong learning is no longer a catch phase or motherhood statement but a reality for all of us who wish to remain employable in this rapidly changing landscape of the digital era. Learning on the job can only take us so far, therefore lifelong learning can be crucial when it comes to developing skills to take our career to the next level or to be able to change careers. ❖

ABOUT THE AUTHOR

Linda Shave is acknowledged as a thought leader and architect of change. She is a researcher, consultant and auditor in areas of virtual information asset management, business process management, cloud migration, corporate governance and risk management. Linda is a former CEO, CIO and a member of numerous professional organisations.
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PHOTO: SCYTHERS / SHUTTERSTOCK.COM

DEVELOPING YOUR TOOLBOX OF TRICKS

In this second article by the same author, Linda Shave questions how many times *you* have been asked to take on a seemingly impossible business improvement task? And did you manage to use the skills and knowledge you have gained over the years to influence the business and your team in the workplace? Did you successfully identify your business' needs and translate them into solutions adding value and providing benefit realisation to the organisation? Here, she suggests you conjure up all the magic you can from this toolbox of tricks, and couple that with using your charms and wiles to captivate your audience!

By **Linda Shave**

Business process automation (BPA) and business process management (BPM) are no longer just the domain of the IT section. As record and information professionals we are all aware that traditional ECM products are moving to the Cloud and digital born records and cloud information asset management will become the norm. In this era of change, we can use business process improvement and workflow automation initiatives to take records and information management to the next level.

TRICK 1 BUSINESS PROCESS AUTOMATION (BPA)

The first step towards improving business efficiencies is the need to understand the records and information workflow lifecycle of the business process/processes being reviewed. For example, what triggers an event, what business rules to use, how to manage the process, what closes an event, what data and information assets should be expected, where the data and information links are stored, who is involved, when are they involved and where are they located. Figure 1 (below) shows a sample workflow life cycle reflecting a helicopter view.

INITIATION PROCESS	DECISION PROCESS	MANAGE PROCESS	COMPLETION PROCESS	INFORMATION AND RECORDS LIFE CYCLE
INPUTS	Policies	Client/Case Management	**OUTPUTS**	Appraisal
Born Digital Content	Procedures	Project Management	Born Digital Content	Sentencing
Scanned Content	Legislation	Physical File Management	Scanned Content	Archiving
Letters	Best Practices	ECM	Letters	Preservation
Application forms	Standards	Workflows	Application forms	Disposals
EMails	Roles	Time Tracking	EMails	Transfers/ destructions
Internet (eForms...)	Responsibilities	Pending/Unpending	Internet (eForms...)	Secondary storage
Other corporate documents		Approvals	Other corporate documents	Storage short/ long term
Data extracts (migration)		Audit Trails	Data extracts (migration)	Digital asset management
Core technolgoies		Governance	Core technolgoies	
		Reporting		

Figure 1 – Sample records and information workflow life cycle

Figure 1 is our first trick out of the BizWyse® toolbox. Figure 1 is not a new tool – I introduced this tool in 1999 (the last century). Figure 1 highlights that we can break down most business activities into four core process components – as show in Table 1:

PROCESS STEP	DESCRIPTION
Initiation	The input that triggers an event (internal or external trigger)
Decision and manage	What business rule to use, how to manage the process. Who, what, when, where, why and how a person(s) are involved.
Completion	What closes an event, what output eg, metadata, data, information asset is expected.
Information and records life cycle	How to manage the record, metadata, data and information links, who is involved, when are they involved, and where is the information/record located and how is it being managed.

Table 1 – Four process components

TRICK 2 USING BUILDING BLOCKS

Trick 2 is a simple approach to building a functional model. Think of it as using a colour coded methodology to highlight the core business process, the associated high level activities and tasks. This is a great way of engaging with the business, identifying business taxonomies, file structures, as well as the four process steps of initiation, decision and manage, completion and finally the information and records life cycle. Table 2 reflects the three colours used:

COLOUR CODES	
Core process	Green
Activities	Yellow
Tasks	Blue

Table 2 – Three colours representing core, activities and tasks

The example at Figure 2 (see next page) is a sample of how building blocks have been used to build a functional model for Freedom of Information (FOI) or GIPA for those in New South Wales.

Sample FOI/GIPA Functional Model – End to End Process

Core process	Manage FOI/GIPA Application			Manage Appeal from Client Reference Decision	Manage Ombudsman's/ Information Commissioner's Request on Behalf of Client
Activities	Receive FOI/GIPA Access Application	Receive Payment for FOI/GIPA Application	Manage FOI/ GIPA Application	Receive Appeal from Client Reference Decision	Receive Request from Ombudsman on Behalf of Client
Tasks	Determine if Access Application is Valid	Bank Application Fee and supply formal receipt to client	Prepare and scan FOI/GIPA Access Application (and signed letter of receipt) and any supporting materials	Re-assess previous decision	Re-assess previous decision
		Notify FOI/GIPA Officer	Create FOI/GIPA eFolder And register scanned captured FOI/GIPA Access Applicaton	Provide Notification to client	Provide Notification to Ombudsman
		Update (manual) register, prepare letter of receipt for customer	Workflow Notification to FOI GIPA Officer and Send Letter of Receipt to Customer		
			FOI/GIPA Officer to assess Access Application Transferred/ Withdrawn Amended Refused Approved		

Figure 2 – Sample of how building blocks have been used to build a functional model for Freedom of Information.

From the model at Figure 2, we can easily identify that there are three core processes, five high level activities, five high level tasks and associated sub-tasks:

COLOUR CODES	COMPONENTS
Core process	• Manage application • Manage appeal • Manage Ombudsman's/ Information Commissioner's (IC) request
Activities	• Receive FOI/GIPA application • Receive payment • Manage application • Receive appeal from client reference decision • Receive request from Ombudsman on behalf of client
Tasks (first level only)	• Determine if access application is valid? • Bank application fee and supply formal receipt to client • Prepare and scan application etc • Re-assess previous decision • Re-assess previous decision

Table 3 – Identifying that there are three core processes, five high level activities, five high level tasks and associated sub-tasks.

TRICK 3 USING FLOWCHARTS

Trick 3 is understanding how to create flowcharts, how to use flowcharts and how to take them to the next level by colour coding them. Basically, a flowchart is a graphical representation of a process; each step of a process is represented by a different symbol and contains a short description of the process step. The most commonly used flowchart symbols are terminator, process, decision, documents, arrows and connectors (see Table 4). All of the symbols are available in MSWord under Insert, Shapes, Flowchart.

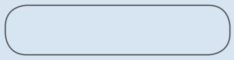
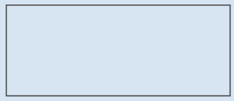
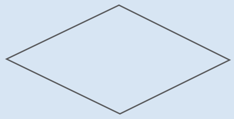
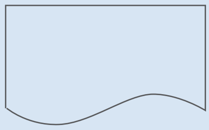
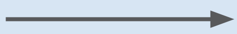
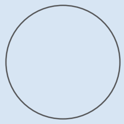
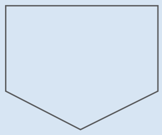
SYMBOL NAME	WHAT IT REPRESENTS	WHAT IT LOOKS LIKE
Terminator	An oval flow chart shape indicating the start or end of the process.	
Process	A rectangular flow chart shape indicating a normal process flow step.	
Decision	A diamond flow chart shape shows the point in the process where a yes/no question is being asked or a decision is required.	
Document	Used to indicate a document or report in the process flow.	
Arrow	The direction of flow from one activity to the next in sequence.	
Connectors	This small circular connector is used to show a jump from one point in the process flow to another. Connectors are usually labelled with a capital letter (A, B) or a number (1, 2). They are handy for jumping to and from a sub-process, a separate flowchart or to another page.	
Connectors	This small off-page connector shows continuation of a process flowchart on another page. In practice, most flowcharts use this connector shape for both on-page and off-page references.	

Table 4 – Commonly used flowchart symbols

Staying with the theme of Freedom of Information (FOI), let us look at a sample flowchart using six of the common symbols (see Figure 3). Table 5 steps us through the process.

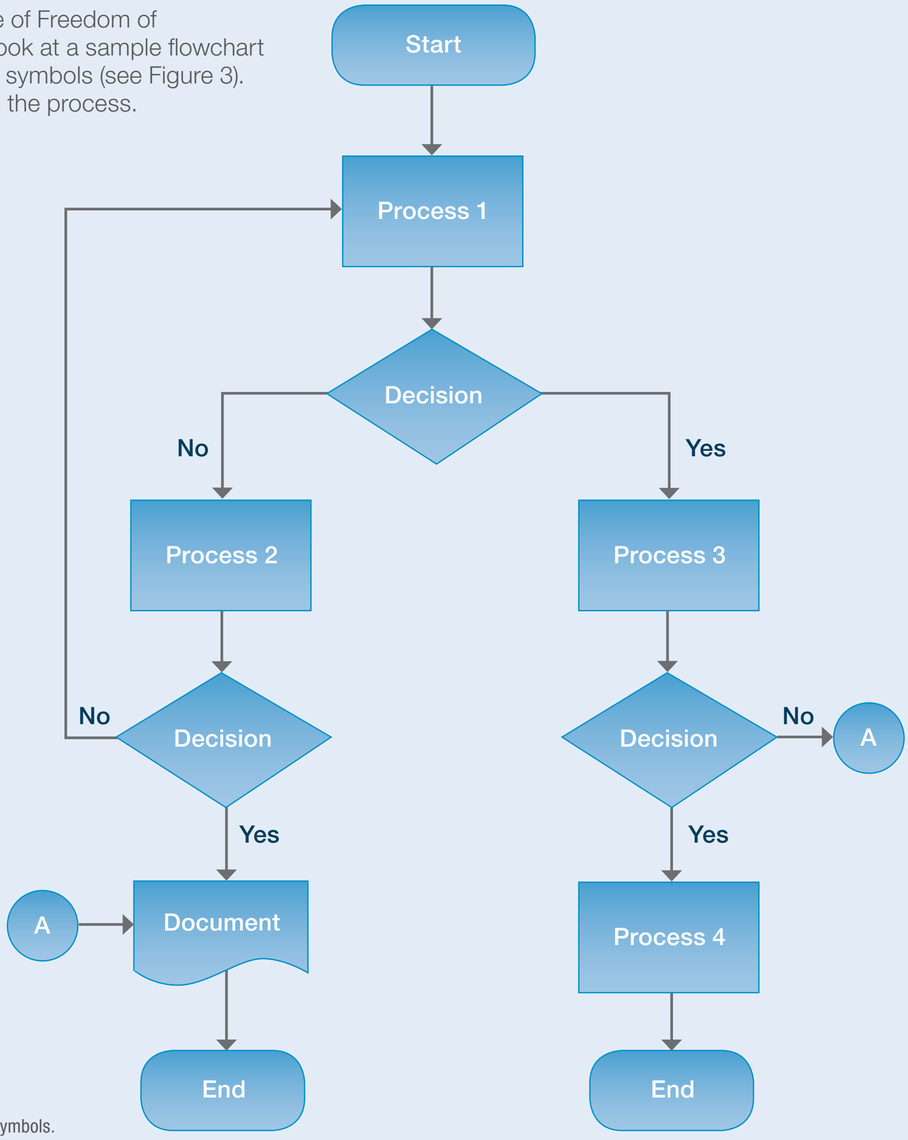


Figure 3 – Sample use of flowchart symbols.

Let us step through the process in Table 5.

STEP	ACTION
Step 1	• Use the terminator oval shape to (Start) the process.
Step 2	• Use the process rectangular shape to represent (Process 1).
Step 3 – 'No' decision	• Use the diamond shape for our first (decision – No).
Step 3.1 Step 3.1.1 Step 3.1.2 Step 3.1.3	• A 'No' decision flows to (Process 2) we will follow this path first. • Process 2 has a decision point. • A 'No' decision loops back to Process 1. • A 'Yes' decision goes to a 'Document' shape and then to an End terminator.
Step 3 – 'Yes' decision	• Use the diamond shape for our first (decision – Yes).
Step 3.2 Step 3.2.1 Step 3.2.2 Step 3.2.3	• A 'Yes' decision flows to (Process 3) we will now follow this path. • Process 3 has a decision point. • A 'No' decision uses a jump connector (small circle with the capital letter 'A') in this example jumping to the document shape. • A 'Yes' decision flows to (Process 4) and then to an End terminator.

Table 5 – Stepping through the flowchart process

The sample color coded roadmap (Figure 4) represents the previous Freedom of Information Application Process flowchart (Figure 3) and is a good example of how color coding can enhance understanding the breakdown of the process elements. This makes it easier to use as a communication tool and can help identify gaps and opportunities for improvement within your processes. The Freedom of Information (FOI) flowchart has been broken down into a six-step coloured process (Table 6).

STEP AND COLOUR KEY	PROCESS
Step 1	FOI application start process
Step 2	Resubmit process
Step 3	Decision process
Step 4	Application transferred/Withdrawn process
Step 5	Amended process
Step 6	FOI application end process

Table 6 – Colour coded 6-step FOI process

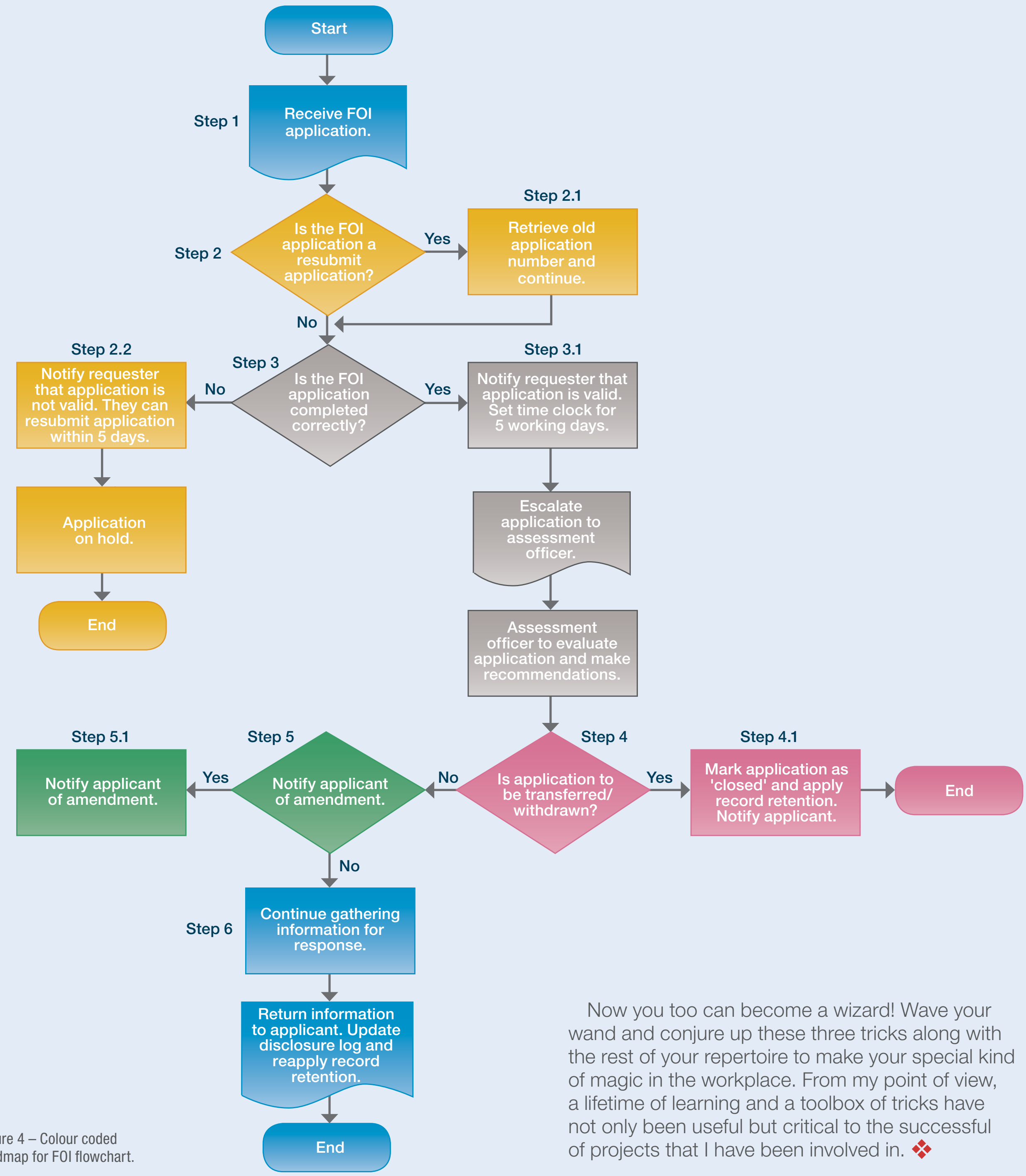


Figure 4 – Colour coded roadmap for FOI flowchart.

Now you too can become a wizard! Wave your wand and conjure up these three tricks along with the rest of your repertoire to make your special kind of magic in the workplace. From my point of view, a lifetime of learning and a toolbox of tricks have not only been useful but critical to the successful of projects that I have been involved in. ❖

Enhance your career: 3 simple strategic steps for improving your career plan

Here are three simple strategic steps you can implement immediately to positively enhance your career.

By Long Yun Siang

Are there simple strategies that you can implement that can immediately have a positive influence on your career? If there are, what are they?

The answer is – yes, there are simple strategies that you can do in order for you to enhance your career. This is a self-reflective strategy. I refer to it as simple because you alone can do this. For as long as you are truthful with yourself then this is as simple as it gets.

However, there is a word of caution. Nothing can enhance your career if you feel that there is not much you can improve on already. And while these strategies are simple, they can only be achieved IF you are willing to make that change.

1 ATTITUDE

When it comes to attitude I have always championed that you can define your attitude as one of pride, passion and belief. In everything that you do, do it with pride, passion and belief. And remember to back these up with skills and knowledge, direction and action.

Let's take these further. To enhance your career, being hardworking, humble and honest is essential. Hardworking is fairly straightforward. It just means nothing comes easy. There are no rewards in the working world that come without hard work. In fact, there is nothing in life that comes without hard work.

Humility comes with maturity. When you know you do not know enough then you begin to be a student again. You will want to enhance your skills and knowledge, which will in turn enhance your career.

Do you conduct your work honestly? How do you deal with your colleagues? Is it with integrity? Do you admit to your mistakes and not blame anyone? Honesty is not just about dealing with others. It is also being honest with yourself.

Can you face your own shadow? Are you afraid to face your weaknesses without being defensive? Are you afraid to confront your lack of strength? Being honest with yourself leads to awareness. Step one to enhance your career is to define your attitude.

2 AWARENESS

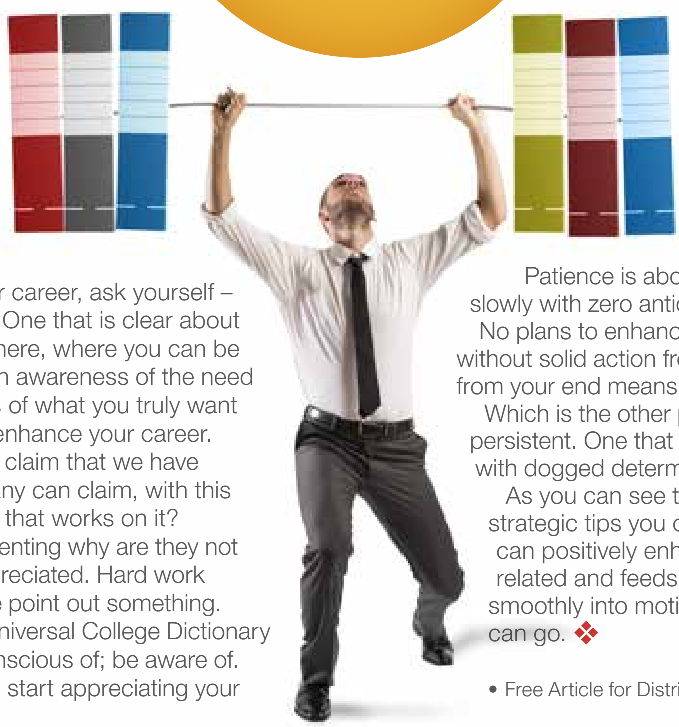
An awareness of your strengths and weaknesses is a necessary step if you want to enhance your career. This awareness is self-reflective, and makes you feel a sense of inadequacy. This sense of inadequacy creates an intrinsic need for improvement.

The energy generated from this awareness is a positive energy that propels you with the confidence to improve.

If you want to enhance your career, ask yourself – do you have this awareness? One that is clear about where you are, why are you there, where you can be and how do you get there? An awareness of the need to improve and an awareness of what you truly want is a simple strategy that can enhance your career. But how many of us can truly claim that we have this awareness? And how many can claim, with this awareness, there is an action that works on it?

Many sit around all day lamenting why are they not progressing? They feel unappreciated. Hard work is not being rewarded. Let me point out something. According to the Webster's Universal College Dictionary – 'appreciate' is to be fully conscious of; be aware of. If you want to be appreciated, start appreciating your strengths and weaknesses. Only then can you begin to talk about how to enhance your career.

An awareness of your strengths and weaknesses is a necessary step if you want to enhance your career



ABOUT THE AUTHOR

Long Yun Siang or Long, as he is popularly known runs career-success-for-newbies.com with his wife Dorena as their way of paying it forward. Their website – based on their real life experiences – provides tips, tools and advice for newbies pursuing career success.

3 ACTION

So, you have a positive attitude and a positive awareness of yourself. But do you act upon them? If you do act upon them, do you do it at a pace that is right for you? Knowing the pace that is right for you is all about self-awareness.

There are two parts to this action, one is patience and the other persistence.

Patience is about proceeding calmly or moving slowly with zero anticipation.

No plans to enhance your career can be successful without solid action from your end. And solid action from your end means hard work.

Which is the other part of action, one that is persistent. One that is doing incessantly or progresses with dogged determination.

As you can see these are truly three simple strategic tips you can implement immediately that can positively enhance your career. Each is inter-related and feeds upon the other. If you can get it smoothly into motion there is no telling how far you can go. ❖

• Free Article for Distribution

Making use of social media networks for new industry professionals

Increased competition for fewer jobs in the current marketplace means that being right for a role on paper isn't enough on its own. That's why you need to make sure that as well as your job application and interview skills, your networking and professional development skills are also the best that they can be.

By **Keri Gray**

PHOTO: DENYS PRYKHODOV / SHUTTERSTOCK.COM

Whether you are a new graduate looking for your first professional role, are facing a redundancy situation or looking to develop in your current organisation, making the correct use of social media is essential.

Research announced recently reveals that the UK workforce is confused about how to get ahead in a weak economy and land that dream job or promotion.

As more and more companies, as well as recruitment agencies, plan to invest in recruiting via social media and reduce spending on traditional job boards, it is essential today's job seekers pull out all the stops and develop a visible profile on social media.

Historically LinkedIn is the most professionally focused social network, so setting up a full profile there is vital. As with a CV, it's critical to include work experience that is relevant to the job you're seeking, as well as a list of core skills and professional recommendations.

LINKEDIN TOP TIPS

- **Focus on yourself** – Take time on social media to reflect on your current career status and, more importantly, your career aspirations.

- **Build your network** – Building and maintaining relationships is a major component of a successful career. Maintain relationships by recommending and congratulating others in their careers – everyone enjoys being recognised.
- **Develop a keyword rich, complete profile** – Companies and agencies actively search for candidates among LinkedIn members by searching on keywords for people with the required qualifications listed in their LinkedIn profile.
- **Share your contact information** so others can easily contact you whether you are actively or passively job or employee searching.
- **Request recommendations** from your networks as credibility is critical. Document achievements and wins on LinkedIn to stay current and relevant.
- **Update your status** and make sure your profile and photos are current.
- **Expand on your thought leadership** – Lead a forum or LinkedIn group; publish an article; start a blog or speak publicly.
- **Research** – Make an effort to get to know more about your colleagues or partners and competitors – LinkedIn is a great place to start.

TWITTER TOP TIPS

Twitter probably isn't the first social network which springs to mind when looking for work and neither perhaps is it the most discreet, however there are ways in which you can make a Twitter account work professionally for you. It can certainly be used as a means of staying in touch, as an ideas exchange, a platform and access to opportunities.

- **First impressions** are just as important on social media, so ensure that you set up a professional Twitter handle and description, as well as an icon photograph.
- **Be a thought leader**, don't just retweet what others are saying; create meaningful content that will capture attention and interest.
- **Participate in communities** you are interested in and follow the industry and people you care about and remember to retweet and share content.
- **Be concise**, the character limitation of Twitter can be used as a launch pad to your more detailed online profiles — set up and tweet shortened links to your personal blog or LinkedIn profile, for example.
- **Job-related Twitter handles**. Many organisations have these and following them is a quick way to keep up to date on job openings, rather than searching the company's website.
- **Think ahead** and build your network before you need it; engage with people who do what you want to do.
- **Showcase your personality** but keep it professional. Twitter is a great way to talk to people about your interests.
- **Multiple accounts** – remember that you can set up more than one account on Twitter. Keep one professional and one for hobbies or interests.

CONTINUING PROFESSIONAL DEVELOPMENT

In the current market place employers are not only looking for candidates with quality of experience but also a sense of commerciality. Yes, digital and electronic skills, concise and demonstrable experience, as well as relevancy are all in demand, but for new graduates great aptitude and a proactive attitude are equally valued.

Remember to:

- keep up to date with the industry
- take ownership for your own career and development
- assess the gaps in your experience and fill them
- make use of networking and social media
- join professional membership organisations such as RIMPA.

Love it or hate it, I personally can only see the power of social networking continuing to grow, as it keeps individuals and the wider industry connected and informed. ❖

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- This article was first published in the *IRMS Bulletin* (UK).

WHICH RECORDKEEPING QUALIFICATION LEVEL IS RIGHT FOR ME?

Michelle Linton explains how to select the appropriate level of qualification – a frequently asked question in records and information management.

There is increasing recognition of records and information management (RIM) as a professional career. In the progression of that career, both vertically, and in relation to technology and corporate demands, skill development is necessary.

The Australian Quality Training Framework (AQTF) provides access to tertiary education for people entering the industry, or currently employed in the industry. But there are multiple levels of qualification… so how do you make the decision regarding the appropriate level to start your records management qualification pathway?

There are four qualifications specific to records and information management in the AQTF[1]:

- Certificate III in Recordkeeping
- Certificate IV in Recordkeeping
- Diploma of Recordkeeping
- Advanced Diploma of Recordkeeping

Within these qualifications the necessary skills, knowledge and attitude are contained for you to be a competent operator in a wide range of position levels. Naturally it seems sensible to commence a career path by completing a Certificate III.

THE PRINCIPAL OF VOCATION TRAINING

Embedded in the AQTF is the principle of vocational training; the majority of skill development occurs through application in the workplace. With guidance on best practice and support in gaining new knowledge, either through peers and manager or formal training, we learn.

This principle is supported by Recognition of Prior Learning (RPL). Through the RPL process, people with evidence of competence in Units of Competency within a qualification are accredited without undertaking formal training. Where sufficient evidence is available to meet all of the Units of Competence for a qualification, the complete qualification may be achieved by RPL.

This principle extends to recognise it is not necessary to be accredited at Certificate III level in order to undertake a Certificate IV in Recordkeeping. It is necessary you have gained Certificate III competency in the workplace as this will provide the underpinning skills to progress to the next level.

Without having completed a formal RPL accreditation, which has a monetary and time cost, it can be challenging for you to assess the correct entry level for you. Thankfully the AQTF provides guidance[2]. Table 1 (below) provides a summary of Entry Level Criteria.

For example, if you are a records officer who has been in your current records role for over 12 months performing basic registration and retrieval tasks AND have experience in basic general administration tasks, you should consider commencing formal education at the Certificate IV level.

Your RTO of choice (private or TAFE) will assist in final determination to ensure this is the appropriate level for you. ❖

AQTF Level	To ENTER at this level you require current knowledge and skills in a RECORDS ROLE to:	Typical immediate PAST ROLE for commencing at this level:	Typical CURRENT or PROGRESSION of role:
Certificate III	• undertake defined activities • provide solutions to a limited range of predictable problems	• Office junior, receptionist • Data entry operator • Information desk clerk	• Assistant records officer • Assistant registry officer
Certificate IV	• complete routine activities • provide and transmit solutions to predictable and sometimes unpredictable problems	• Administration assistant • Assistant records officer • Assistant registry officer	• Records & information officer • Medical records office
Diploma	• complete routine and non-routine activities • provide and transmit solutions to a variety of predictable and sometimes unpredictable problems	• Records & information officer • Manager with no prior recordkeeping experience	• Records & information coordinator • Records & information team leader/supervisor • Records & information supervisor
Advanced Diploma	• analyse information to complete a range of activities • provide and transmit solutions to sometimes complex problems • transmit information and skills to others	• Records & information coordinator • Records & information team leader/supervisor • Records & information supervisor	• Records & information manager • Records & information consultant

Table 1: Entry Level Criteria

Bibliography

1 www.training.gov.au
2 www.aqf.edu.au/aqf/in-detail/aqf-levels/

ABOUT THE AUTHOR

Michelle Linton, Managing Director, Linked Training

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

✉ She can be contacted at Michelle@LinkedTraining.com.au

THE IMPACT OF 'SOCIAL, MOBILE, CLOUD' ON INFORMATION GOVERNANCE

New trends are constantly emerging, requiring companies to update how an information governance program is deployed. This article looks at three trends typically referred to as 'social, mobile, cloud'.

By **Pierre Van Beneden**

Organisations need a platform to manage all of their information, wherever it resides and whatever the format, in compliance with growing regulations, often in multiple jurisdictions and demanding business requirements. In recent years, information governance has gained significant attention as the way to manage these multiple requirements. However, new trends constantly emerge, requiring companies to update how an information governance program is deployed – from managing policies to enforcing those policies across the complex corporate infrastructure. Recent trends causing knowledge managers, IT, records managers, compliance officers, and legal professionals to rethink information governance include social media, mobile computing sometimes referred to as 'bring your own device' or 'BYOD', and cloud computing. These three trends are typically referred to as 'social, mobile, cloud'.

SOCIAL MEDIA

Social media provides many benefits, even in a corporate setting. Communication is enabled, distance is irrelevant, and information is shared with ease. But within a company, there are some consequences to this ease of sharing. Different uses of social media must be considered in an information governance program.

Companies often have their own social media accounts, monitored by a team of social media, PR, marketing professionals, and/or legal teams. Sometimes these individuals have personal social media accounts that are used solely for corporate purposes. The content generated from a company account or from a personal account used for business must be treated as corporate information, governed under the same policies. Social media can be used for personal reasons. Employees have personal social media accounts, and it is up to a company if employees can access these while at work. Regardless, there must be clear policies about what employees can and cannot post on social media regarding work.

Enterprise social media tools exist to help share information internally as well. Tools like Yammer and Jive help employees communicate quickly without flooding email inboxes. Even SharePoint has social and mobile features. Presumably, the majority of content generated through these tools is corporate data, and organisations must consider how this information should be governed as well.

Information governance programs are constantly evolving to meet new demands

MOBILE DEVICES

'Bring your own device' is a trend that has emerged within the past few years to encompass the idea of using one's personal device (smartphones, tablets, etc) to conduct business. As smartphone adoption increases, more employers are forced to let employees bring their device of choice to work. Employees enjoy the freedom to choose which device they want to use, and they prefer to keep everything on one phone instead of carrying both a business phone *and* personal phone. Organisations find that this fosters employee accessibility, not to mention good will, and potentially lowers costs for the company of having to provide a device for each employee. However, the IT and compliance implications are huge. With input from departments such as legal, compliance, and risk, IT must be responsible for securing multiple types of devices. How can organisations ensure that information contained on mobile devices is compliant with company policies? How can they protect sensitive corporate information? What happens if an employee loses a device, or if it is stolen?

CLOUD

Cloud computing entrusts an organisation's data to a remote network where computing resources can be delivered as a service. By using the cloud, there is potential to reduce IT costs since maintenance is effectively outsourced to the cloud provider and applications can be accessed faster and easier. Cloud also enhances mobility since users can access data using a web browser, regardless of location or device. One of the biggest drivers for cloud adoption are file sync and share based repositories such as Google Drive, Microsoft One Drive, Box and Drop Box. These cloud-based technologies enable sharing of business and personal files from any device. With these significant benefits, the cloud has seen substantial adoption and the momentum shows no sign of slowing down. However, there are many complications with cloud deployments. When organisations operate in multiple jurisdictions, they must manage the various regulations in each jurisdiction. The cloud complicates this further – should content be governed according to regulations where the company operates or according to regulations where the content resides?

Some key steps before implementing information governance in the cloud are as follows:

- **Prepare:** Moving to the cloud will affect your IT infrastructure. How can those responsible for information governance effectively manage information in the cloud? Understanding these issues will help you overcome any challenges with governing content in the cloud.
- **Map out the consequences:** Think about the legal implications. Your policies might be affected when your content is in the cloud. Organisations must decide how to enforce policies and manage regulations in multiple jurisdictions, depending on where their cloud content resides. Some of this may need to be agreed upon in advance with the cloud service provider.
- **Policy creation and management:** Information governance policies are established to ensure compliance with laws and regulations and should provide an audit trail. All policies must be enforced uniformly, whether content is in the cloud, in a document repository, on a shared drive, or in paper archives.

RECOMMENDATIONS

Information governance programs are constantly evolving to meet new demands. It is clear that the trends outlined above are here to stay; they must be addressed when forming an enterprise information governance program. In the unfortunate case of litigation, judges will want to see that you have at least made an attempt to address these areas with active policy enforcement. Ignoring the problems that 'social, mobile, cloud' create will not help anyone, but addressing them early will help companies to stay ahead and be more competitive.

Establish policies

What 'corporate information' can reside on premise, in the cloud, or on a personal device? How long should this information reside? What kind of encryption should be used? What happens if there is a litigation hold? What rules should be in effect for social media? Publish these policies to the organisation so that employees know how corporate information is managed on their devices and in the cloud. Outlining the rationale and potential risks of noncompliance, especially with respect to social media practices, may help motivate employees to be invested in the process as well.

Ensure enforcement

Policy without an enforcement mechanism holds little value for a company. An information governance program must actively enforce policies on all content in an organisation, wherever it resides – including on premise, in the cloud or on employee devices. The same policies that are enforced across corporate content must be applied uniformly to the information contained on smartphones and tablets.

Audit progress

Keep an eye out for new wrinkles – new types of devices that should be allowed, new security threats. It's important to be aware of how new offerings – not just devices, but things like new file sync and share technologies – might affect your policy enforcement. Continually publish company policies to inform employees of how they can and cannot use social media as well as their personal tablets and smartphones.

CONCLUSION

Who knows what the next big thing will be? Organisations must be ready for any new trends that begin to emerge. By having a comprehensive information governance platform in place, companies are able to easily adapt to a new trend, maintaining compliance with laws and regulations and growing business requirements. ❖

ABOUT THE AUTHOR

Pierre Van Beneden, Chief Executive Officer at RSD, brings over 25 years' experience driving growth at software companies through leadership and a results-focused approach. Prior to joining RSD, Pierre was VP EMEA for Adobe Systems Inc. From 1995 to 2001, Van Beneden was with Lotus Development Corporation where he served in a variety of executive roles. Prior to his time with Lotus, Mr Van Beneden spent almost a decade at Oracle Corporation driving global growth strategies.

Knowing the unknown – an information professional's guide to managing future risks

How does the future affect the modern information professional's strategy for improving his/her organisation? And what are the forthcoming risks and threats that will reshape the profession during a turbulent time for our digital society? In this article, the author examines the ways in which the modern, progressive information professional can respond in these volatile times, reframing risk management techniques to ensure the profession remains relevant and effective.

By **Robin Smith**

story snapshot

The modern information professional should always be considering the future.

Utilising the discipline of futurology can help.

Information professionals can use scenario planning to 'know the unknown'.

Since the advent of the information revolution 60 years ago, the UK has benefited greatly from a range of improvements in information management that could only have been built upon code-breaker Alan Turing's breakthroughs in computational computing. This staggering advance in human knowledge was neither predicted nor understood when Turing delivered his 'Turing Test' (see www.turing.org.uk/sources/biblio.html). This discovery allowed a great improvement in the development of a digital society but the sheer surprise that greeted its introduction speaks to a common phenomenon within the UK; that is, the utter ignorance of the possible futures.

Just as Turing's breakthrough was not predicted, the history of the digital society is marked by a myriad of developments that radically altered the way in which we comprehend and handle digital information. Take just one example. Few consumers were excited about the advent of MP3 players in the early 2000s, yet with Apple's introduction of the design classic, the iPod, a new way to consume music and other media was born. Nowadays very few commuters or music fans could be without his/her MP3 player.

The notion that we have yet to understand how the future can change our present remains difficult to understand. Yet the modern information professional should always be considering future scenarios and how this can alter standards and services to deliver value to an organisation. The consideration of future issues and risks needs to be a key part of an individual's skills set as it will provide opportunities to shape an organisation's agenda and highlight the importance of the information profession.

The first lesson is that all risks were predictable and that counter-measures should have been put into place

KNOWING THE FUTURE

The future is unknown. But it can be shaped to some degree. The key idea in thinking about the future is the ability to anticipate and shape events. This is the discipline commonly referred to as futurology – a rather ugly term but a discipline that can transform planning and risk management for information services. Futurology has been an active discipline for over a century and is dedicated to aiding the shaping of our future. Within the discipline there are a number of valuable tools. These tools include 'scenario planning'.

How did scenario planning enter the mainstream? Well, it was from a very unlikely and unfashionable source. Donald Rumsfeld, former Defence Secretary of US Federal Government, brought scenario planning to a mass audience when he divided the totality of knowledge into four groups of 'epistemological categories'. These were the 'known known', the 'known unknown', the 'unknown unknown', and finally the ambiguously named 'unknown known'. What on earth did he mean? Rumsfeld responded to queries about this matter by stating that this category related to 'the things we think we know that it turns out we did not know' (see http://slate.me/1iljXsm).

Amongst the miasma that Rumsfeld created when outlining scenario planning there was a germ of an idea that has infused corporate planning for information services since its identification a decade ago. This is the idea that scenario planning can help information professionals know the unknown.

WHAT WE CURRENTLY KNOW

When considering scenarios that might impact the information profession, there is a rich recent history to review, including the following examples:

- **Data loss by Sony:** 25 million gamers had personal details stolen due to poor security management at Sony during 2013. Across the PlayStation Network, a series of cyber-attacks forced the company to take its lucrative Sony Online Entertainment (SOE) service offline. The company admitted with embarrassment that credit card details and other personal information have been stolen from an 'out-dated database'. The company had previously admitted that the personal details of 77m PlayStation accounts had been stolen by hackers (see bbc.in/1tFMwub).
- **Fines to UK public bodies:** Brighton and Sussex University Hospitals NHS Trust was fined £325,000 by the UK's Information Commissioner's Office (ICO) after failing to protect personal information as required by the Data Protection Act 1998. The fine is the highest issued by the ICO since it was granted the power to issue monetary penalties in 2010. It related to the discovery of highly sensitive personal data belonging to tens of thousands of patients and staff on hard drives sold on an internet auction site in October and November 2010.
- **Hacks on celebrity telephones:** The spate of stories relating to the loss of personal photographs from cloud storage servers continues in 2014 (see bit.ly/1vM0JVU). Multiple celebrities have had intimate photos stolen and this was followed by the loss of a bank of images captured by Snapchat users in October 2014.

LESSONS TO BE LEARNT

What does this array of recent information risks tell the modern professional about the future? The first lesson is that all risks were predictable and that counter-measures should have been put into place. Had Sony secured personal information relating to users it would not have endured a massive reduction in share price. Had the NHS trust in Sussex checked the release of IT equipment ahead of its sale then the organisation could have avoided massive embarrassment and the expense of a long investigation by a regulatory body that will now keep them firmly in sight for further infractions.

Any information professional must consider scenario planning as part of his/her skills set. This will enable the individual to respond to external risks and issues, building contingency into information standards and services to cope with the stresses that arise from failure to comply with legislation or if a new information system does not offer adequate protection.

THE FUTURES MINDSET

So how can an information professional begin to map the future with scenario planning? Developing a mindset that believes that the future can be shaped is a good starting point. Scenario planning is not about predicting the future; rather it is about exploring the possible futures that can impact on an organisation.

Scenario planning requires the identification of trends and exploring the implications of projecting them forward – probably forecasts including an assessment of likelihood and impact. These can include political, economic, social and technological risks – commonly referred to as Pest analysis. Any planning process is designed to stimulate creative thinking, gather relevant knowledge and data in order to generate a series of scenarios.

As different trends are chosen and different combinations of forecast levels are combined, a whole spectrum of possibilities can be identified from the range of risks facing an organisation. For example, in the UK there will be a General Election in May 2015 that may result in a change in government which in turn may affect the legislative agenda. This should be a good starting point for scenario planning for an individual organisation.

A POSSIBLE APPROACH

Scenario planning is not a prescribed activity and there are many different approaches. However to aid initiation of this work, a process is described below including key steps to start the information professional on a path to knowing the future. This process should be led by information professionals, employing knowledgeable participants from around the organisation who are relevant to corporate planning.

Stage 1 – Collecting relevant data
When considering scenarios, what information is available regarding the current situation and key trends? The first stage of scenario planning will involve a combination of methods to collect relevant data including use of a range of methods including questionnaires and interviews to help formalise current knowledge. Participants should consider the situation in their field 10 years ago and to plot progress against time, noting significant influences and events that have shaped the environment in which the organisation operates. It is important to have boundaries for the scenario exercise. The desire to solve all problems will be great but information professionals should concentrate on individual or aggregated risks.

Stage 2 – Setting parameters
The second stage requires consideration of long-running structural factors, potential external shocks and critical change points with regard to any risk or scenario being planned. Again, information professionals should consider what can be forecast. The results should be aggregated, prioritised and laid out to give a basic understanding of the dynamics of the future scenarios the organisation is facing. This will require participants to agree on parameters whilst challenging starting notions relating to planning.

ABOUT THE AUTHOR

Robin Smith is Head of Privacy, UHL/ Health 2.0 Executive, University of Leicester NHS Trust.
He can be contacted at Robinsmith64@hotmail.com

Stage 3 – Building themed links
Information professionals should consider links between identified risks and themes. Events and trends can be linked to create relationships, which can then be joined together with the scenarios that will be played out across this process. Building themes should be a rich conversation as external and internal factors and risks are considered and discussed to increase knowledge amongst those taking part.

Stage 4 – Describing all scenarios
With the parameters selected and links established, information professionals should describe the various scenarios in consultation with participants. This requires clarity with regard to the objectives of the long-term information strategy. Once the vision for the organisation is clear, they can create an implementation plan relating to how it could be reached. This strategy should cover the medium-term plan for the organisation and integrate relevant aspects from all elements of information services, including training and technology.

Stage 5 – Applying selected technologies
Scenarios can now be applied to the different stakeholders within an organisation and re-cast in order to provide a scenario package that considers possible futures. This allows a number of futures to be shaped and considered to inform planning. Different participants may draw different lessons. So long as the vision for the organisation is clear, it can enable new thinking with regard to how to proceed towards corporate goals.

Stage 6 – Reviewing and forward planning
A review of all the scenarios will provide a knowledge map of relevant external and internal indicators including signposts for each scenario as the basis for a summary report. Participants should feed back their response to the scenario planning process and make recommendations for future application and any variation (see http://bit.ly/1waUDyC).

There are a number of methods available to bring detail to this basic scenario planning process. Jisc offers a highly effective scenario planning tool for information professionals to deploy (see http://bit.ly/132Q5iV). This tool has been used widely across the UK in corporate planning including law enforcement, health services and telecommunications.

GOING FORWARD

It would be glib to pretend scenario planning as part of a futures mindset will allow organisations to avoid all future information risks. However, by simply acknowledging the skill that the future can be shaped, individual information professionals will be able to respond quickly to new threats and opportunities. No one wants to cite Donald Rumsfeld as a key influence, but from his mistakes it is possible for information professionals to anticipate and recast information services to ensure organisations thrive even during these volatile times.

The future is still unknown; but it's never completely unknowable. ❖

• This article was first published in *CILIP Update*, November 2014, pp. 27-29, and is reproduced by kind permission. www.cilip.org.uk/update

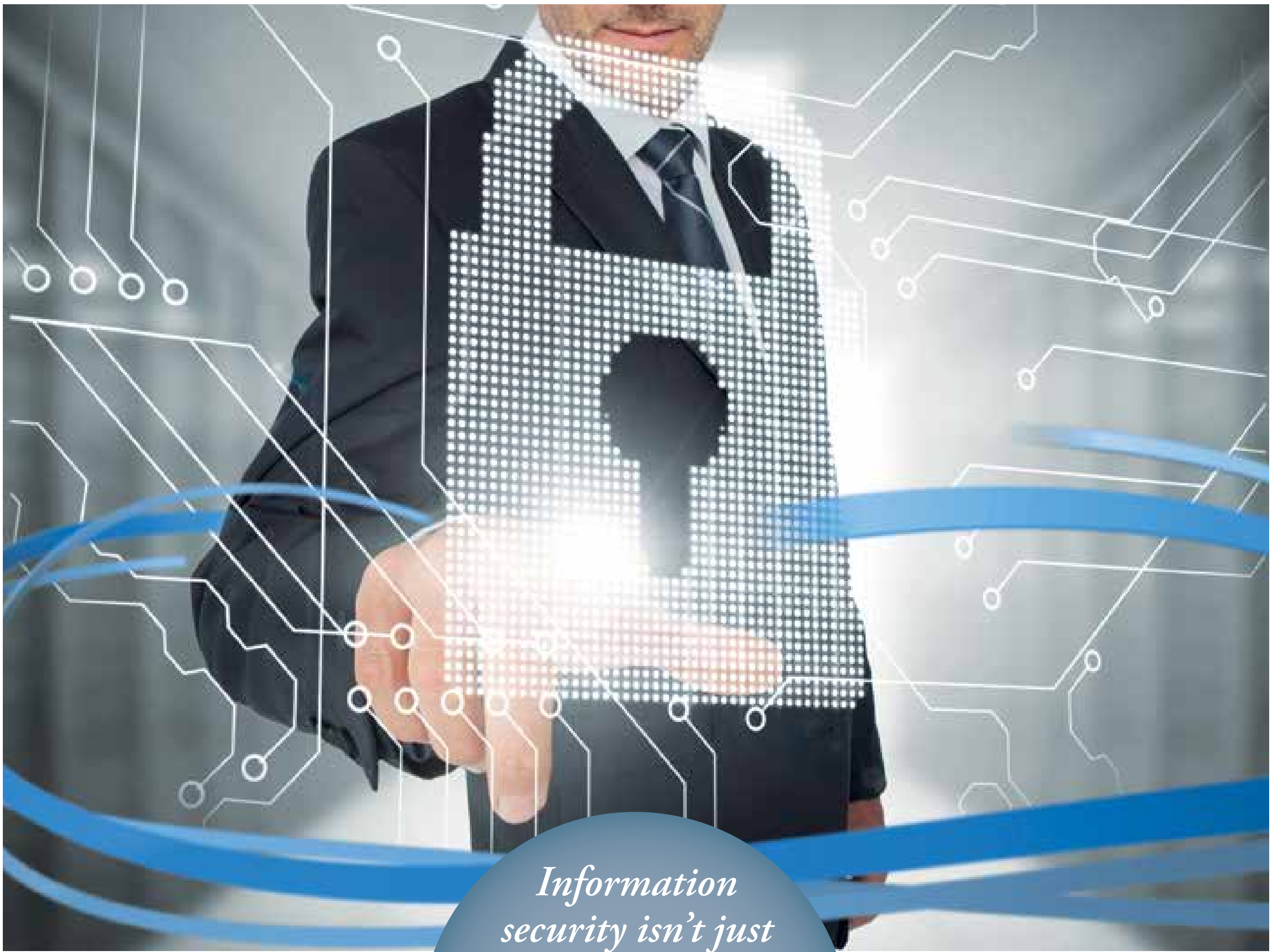
MANAGING RISK, DELIVERING SAVINGS

Trish Bailey discusses how Orbit – one of the largest housing providers in the UK – bounced back from a data protection breach to deliver savings and improve staff training.

Like other organisations, business practices around information security, data protection and privacy were patchy across Orbit at the time of our breach in 2008. When the breach happened, senior management reacted quickly, identifying that more needed to be done to raise the importance of information security across Orbit, so that we could protect our customers and staff. That internal reaction was formalised by signing an agreement (on 30 November 2008) with the Information Commissioner's Office to improve the security of personal and sensitive information.

So what did we do? Well, quite a lot! We developed tools for staff to learn about the importance of data protection. These incorporated classroom style training, covering the basics, as well as introducing a more robust reporting system. We had quizzes for staff, an interactive board game and our '8 Golden Rule' keyring cards that staff could take away with them. We also introduced some best practice policies and procedures, such as the clear desk policy and our office move guidance. Online training became mandatory for all new starters, together with all existing staff undergoing regular 'refresher' training.

We did all that quickly after the breach, but over time we became more sophisticated around how we dealt with information security. In 2012 I started at Orbit, bringing over 20 years' experience of all things information governance. My team and I deliver services (to both external and internal customers) across a range of topics: information security; information and records management; information sharing and Freedom of Information; data protection and privacy; information quality and assurance – such a robust offering means we can be sure people have the knowledge and skills to take information governance seriously.



Information security isn't just about my team embedding practices, it's also about giving ownership back to the business…

In mid-2012 we also introduced a robust information security and risk management approach which is designed to be flexible and able to change quickly, responding to threats and the introduction of new technology.

Four years after our data breach and after all the work we'd put in, we were delighted to gain the ISO27001:2005 Information Security Management standard, then followed by our PCI-DSS accreditation in 2013.

BUT WE'RE STILL IMPROVING...

We are currently working on a new electronic document and records management system, which will be the bedrock of managing Orbit's information, keeping everything in one place. We've also integrated information security into our project management framework to make sure information governance is at the forefront of people's mind when they start a project, and stays there throughout! And we've incorporated questions about information governance and security into our procurement process so that we can assess the governance of our supply chain. This means that the information governance team can develop an accurate Information Security Risk Assessment (ISRA) report, including options and recommendations to the business to reduce their residual information security risk.

ABOUT THE AUTHOR

Trish Bailey is an information governance specialist at Orbit Group in the UK.
✉ She can be contacted at trish.bailey@orbit.org.uk

But information security isn't just about my team embedding practices, it's also about giving ownership back to the business in exactly the same way that management are accountable for their financial and HR related risks.

By getting managers to take responsibility for information security in their area, we will embed it at all levels of the organisation, provide accountability and ownership of risks, therefore minimising threats and vulnerability of information. My team can then give on-going support and advice as the specialists, also enabling us to deal with wider organisational issues, as well as providing services externally.

Now six years on from the breach, our information security approach is recognised externally and internally as highly effective. We can be adaptive and proactive, and we've seen tangible results in terms of reducing information security incidents and avoiding reoccurrences. Plus, our approach is contributing to Orbit's 'Making it Count' value for money agenda – by incorporating business process improvements into our information security risk assessments we've seen tangible cost savings year on year.

At Orbit, our breach made us realise just how important information governance is – I'd encourage others to make sure that breach never happens!" ❖

• This article was first published in the *IRMS Bulletin* (UK).

Information management – the fundamental philosophy

In this article, the author considers the components of successful information management, arguing that while information technology favours the 'rational', information management is strongly connected to the 'intuitive' and finds that information professionals have a role to play in resolving the tensions between these two approaches.

By Clive Holtham

story snapshot

Much of management, particularly at the higher levels, is about the human condition.

The 'rational' left hemisphere is taking precedence in the modern world, with potentially disastrous consequences.

Those of us working in information and knowledge lie at the very nexus of the resolution of the rational/intuitive tension.

When I was appointed as Professor of Information Management in 1988, I very much liked the job title, which at that time was a relatively unusual term. Despite the cataclysmic changes which have happened since 1988 in technology and business organisation, the title still remains highly relevant. Information management does not have the modernist cachet of 'digital', lacks the 'innovation' buzzword and deliberately avoids the word that has attracted billions in investment, namely 'technology'.

Information management is an important part of the digital, innovative, technology-based world. But it deals with knowledge, which has much to do with the collective and individual brain and mind. It deals with information, which transcends the technologies through which it is often stored and communicated. And 'management' cannot yet, and probably can never, be condensed to formulae and algorithms. Much of management, particularly at the higher levels, is about the human condition. Aristotle was a polymath; a scientist on the one hand and a business school educator on the other (he tutored Alexander the Great). While his science has been largely overturned by two millennia of experimentation and research, Aristotle's discussions of the human condition, of leadership and ethics, remain of practical relevance to the modern era.

INTERWEAVING THE HUMAN WITH THE RESOURCE

This does not mean in any way that we should retreat from our era of digital, technology driven innovation. Technologies of all types have consistently led to improvements that outweigh their downsides. But if I were pushed to define information management today, this would be the outcome: 'interweaving management capability with modern information and knowledge methods to enhance business success'.

I don't include the words digital, technology or innovation because these are all underpinnings to the ultimate aim (success), the resources on which we are focused (information and knowledge) and the key human perspective (management). I also emphasise that the human and their resources need to be interwoven – it is this meshing of the two that is both essential and indispensable.

Has the managerial and top executive understanding of, and ability in, information management increased since 1988?

IM AT THE TOP

Has the managerial and top executive understanding of, and ability in, information management increased since 1988? I cannot see a great deal of evidence to support the idea of an increase. In fact there is a great deal the other way, especially in relation to the business collapses of the 21st century. An information management literate executive has a number of qualities:

a They are sceptical of information and the people and technologies that provide it.

b They know that the information on the paper or on the screen is not reality. It is a model of reality. The map is not the territory.

c They know that systems can and do fail. They know that projects can and do fail. They know that information about systems and large projects needs to be treated particularly sceptically.

d They are particularly aware of their own lack of information and knowledge.

e They take active steps to compensate for their own deficiencies.

f These people are genuinely curious about what they don't know. If you have ever sat next to a really senior executive on a plane, you will be interrogated for the whole journey. They are hungry for difference, for the novel perspective, for the nugget that fits into some bigger pattern.

g They spend much time listening. Technology promotes the production and transmission of ideas. But what differentiates, for example, Nobel Prize winners from those equally good at scientific publications who don't get a prize? I have had the good fortune to meet just one Nobel Prize winner, Arno Penzias, who was at Bell Labs. He told me that a study done at the Labs had shown that the only distinguishing characteristic was the large amount of time the winners spent with junior staff in other departments. They were actually listening, they were passing on their advice, and they were (not necessarily consciously or instrumentally) building a personalised network of support that might in turn help them in the future.

IM IN ORGANISATIONS

I have been lucky to work with organisations large and small that either wholly or partly stand out as information and knowledge literate. A good recent example is a low-cost American healthcare organisation, Intermountain Health Care. Intermountain is close to operating like the NHS in the UK certainly used to operate. They have a very high quality, well educated, stable senior staff with strongly shared values. They have clear priorities on being efficient and effective. They are continually self-critical, and one of the outcomes of this was they decided to use Total Quality Management as a driving philosophy. This was medically led, and supported by extensive training and improvements in both information and knowledge systems. Their information management literacy was not the primary aim, it was a necessary precondition to be efficient and high quality, and they put effort into getting it right.

THE RATIONAL/INTUITIVE DIMENSIONS

Returning to the UK, what was to blame for these shamefully deficient senior executives driving not just their companies over the cliff to destruction at the bottom of the corporate ravine, but also putting the entire global economy at risk?

My conclusion is that what we have failed to do throughout British society is to appreciate that viable organisations need two interlocking components. One is the 'rational'. The other is what I call the 'intuitive'. Information technology is primarily on the rational side; information management is strongly connected to the intuitive side.

One of the most worrying books of the last decade is not overtly about management or information management. But it addresses head on the rational/intuitive dimensions. *The Master and His Emissary: the divided brain and the making of the western world* is by Iain McGilchrist. After being a Fellow of All Souls in English Literature, McGilchrist trained to be a clinical psychologist and neuroscientist. There can be very few people who are better qualified to comment on the rational/intuitive balance than him. And his prognosis is very gloomy indeed. Talking metaphorically, the 'intuitive' right hemisphere of the brain should be the master, and the 'rational' left hemisphere no more than its emissary. McGilchrist argues that, despite its inferior grasp of reality, the left hemisphere is increasingly taking precedence in the modern world, with potentially disastrous consequences for both individuals and society as a whole.

THE ASPEN PROPOSALS

Educationally there is some progress in addressing this. Last year Cass Business School was invited to join a group of about 40 business schools, primarily US elite institutions, the The Aspen Consortium. The group is committed to re-balancing business education, to reduce the chances that our young people turn managerially into crazed drivers in a car without brakes. The consortium is arguing that business education has gone far too much to the rational end of the spectrum, and has made a plea for the return of the liberal arts into management education, as these promote the four key qualities being recommended for leaders:

- Analytical thinking
- Multiple framing
- The reflective exploration of meaning
- Practical reasoning

I believe that the Aspen proposals, if implemented, would provide a significant positive boost to information management literacy.

WE ARE PART OF THE SOLUTION

All of us can contribute to public debate, to lobbying, to not accepting the inexorable growth of 'rational' leading to the subjugation of the 'intuitive'. At the very least, all professionals need to make sure that they are personally balancing their rational and intuitive qualities.

Finishing with a few thoughts on technology, I have long been attracted to the semantic web, whose openness I dream of but which I see being subverted at every turn by energetic and well-funded single interest entities. Big data, as might be guessed from my tone, is very high on my current list of over-hyped topics. That it has reached centre stage is a clear indicator of how much work is still needed on information management literacy.

I apologise for perhaps some pessimism about our state of management and informational affairs. But I am optimistic that those of us working in information and knowledge lie at the very nexus of the resolution of the rational/intuitive tension. So we are not only part of the problem, we are also fortunately part of the solution.

• This article was first published in *CILIP Update*, November 2014, pp. 30-31, and is reproduced by kind permission. www.cilip.org.uk/update

ABOUT THE AUTHOR

Clive Holtham is Professor of Information Management; Director; Cass Learning Laboratory, Cass Business School, City University London.
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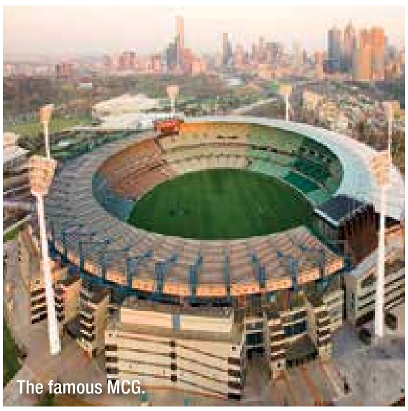
inForum 2015: Digital Dreams (not digital nightmares)

RIMPA's annual international convention inForum is taking place this year at the Melbourne Cricket Ground (MCG) from 30 August to 2 Sept 2015.

With its theme 'Digital Dreams (not digital nightmares)', inForum 2015 will touch on a range of areas of interest including: data, the cloud, digitalisation, digital repositories/disposal/destruction, automation, content management, context management, EDRMS and mobile technologies, as well as personnel areas such as up-skilling staff, networking and behavioural profiling for effective workplace performance.

The program features keynote speakers from the US, Hungary, Austria, New Zealand and Australia, and other great speakers from New Zealand, Belgium and across Australia. There are also four workshops on the program, an iSquare exhibition and hands-on activity, and the opportunity for every delegate to undertake a complimentary Behavioural Profile. Further complementing the program is a trade exhibition, social events and networking. ❖



The famous MCG.

The Yarra River.

MCG PHOTO: COURTESY OF MELBOURNE CONVENTION & VISITORS BUREAU

Keynote speakers

Dark clouds on the horizon

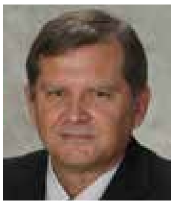
Bill Tolson, Tolson Communications, USA

End-users now have access to free cloud storage accounts from companies like DropBox, Microsoft, Google and Apple which are accessible from just about anywhere. Many of these same personal clouds also provide automatic syncing of desktop folders and the ability to share stored with anyone. These personal clouds offer a fantastic use model for individuals to upload their personal content for backup, sharing and remote availability. In the absence of any real guidance from employers, employees have also begun to use these personal clouds for work related storage.

The problem arises when corporate-owned data is moved up to personal clouds without the organisation's approval or awareness. Besides the obvious problem of potential theft of corporate IP, effective eDiscovery/eDisclosure and regulatory compliance becomes impossible. Corporate data residing in employee personal clouds is referred to as 'dark clouds'. The question is – how should organisations react to this new reality?

This presentation will explore the 'dark data' and 'bring your own cloud' (BYOC) phenomenon and discuss strategies to ensure governmental, legal and corporate requirements are met.

ABOUT THE SPEAKER



Bill Tolson is the owner and Principal of Tolson Communications LLC, a content development and consulting organisation located in Colorado. Bill is a technology writer and consultant with over 20 years' experience in the information governance, archiving and eDiscovery markets. He has held senior management positions in several high tech multinational organisations including Hewlett-Packard, StorageTek, Iron Mountain and Autonomy as well as several high tech startups. Bill has authored numerous information governance and eDiscovery related magazine articles and is the author of two eBooks – *The Know IT All's Guide to eDiscovery and The Bartenders Guide to eDiscovery* – as well as the co-author of the book *Email Archiving for Dummies*.

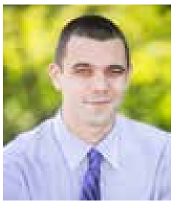
Should social media be included in your ECM strategy?

Chris Zybert, New England Document Systems, USA

When it comes to social media content management, there are a number of unique questions and challenges for companies to overcome. Due to the ever-changing nature of social media content and the rapid innovation of social platforms, companies large and small are finding it difficult to track and manage their social content effectively.

In this session, we will be reviewing the types of social content that qualifies for retention, common challenges surrounding social media ECM, and discussing the role social media may play in the future of enterprise content management. As technology continues to diversify and streamline methods of communication, organisations must evolve and adapt in order to maintain an effective and all-inclusive content management strategy.

ABOUT THE SPEAKER

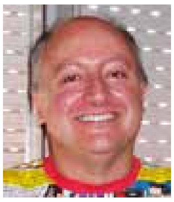


Christopher Zybert is the Marketing and Media Coordinator for New England Document Systems, a document scanning, storage, and workflow automation service provider based in Manchester, NH. With a background in social media management, inbound marketing, and a lifetime of hands-on social engagement experience, Chris has married his understanding of enterprise content management with his social media expertise to gain insight into the future and present state of social media ECM.

EDRM implementation: a surprisingly bumpy road

Joao Penha-Lopes, CleverTime Consulting, Hungary

From the time an organisation wants to optimise its processes and document management until the time when those processes are in place and the management of documents is efficient, keeping everybody happy goes a long way. A lot of choices have to be made, and most of the time, by people that do not feel comfortable making those choices. Technical choices such as going open source or proprietary software, organisational choices of how a flow should be designed, archival choices like what can be erased and when or who can have access, HR choices of who should be trained and how… it is a long winding road. This presentation will underline the major pitfalls and the possible scenarios to circumvent them, all based in day-to-day experience.



ABOUT THE SPEAKER

Joao likes to work in the area of organisation information in terms of identifying and organising the information but, as well, making sure that that information will flow among whoever has the need for it. In some organisations the infrastructure is still the traditional one, in others he has been able to implement emerging technologies and their associated benefits in terms of the need for fewer resources to be spent.

Joao combines the principles of information archiving theories with the available technologies to make sure that both integrate smoothly to the benefit of the client.

His academic life has provided him with the exact tools for that purpose: Engineering graduation (with integrated Master's Degree), one Post-Graduation in Information and Document Sciences covering Archives, one Post-Graduation covering Libraries, and he finished in 2013 a PhD with a thesis related to the economic benefits of electronic document management.

Remarks on digitalisation at German State Archives

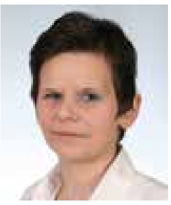
Anna Sobczak, Phd Student, Austria

Based on the case study of German national archives, it can be observed that the use of modern IT tools provides and facilitates users with a growing number of high quality electronic services. It shows archives' awareness of the importance of this element of their activity, especially in the area of shaping their role as an information broker and building positive relations with the society. So far the scope of archives activity has focused mainly on documenting the functioning of the country and citizens, as well as building the social awareness of history.

Digitalisation of the archives, as well as identification and information, makes it easier for the archives to come out of 'hiding', where they were stuck, and acquire new users. It supports the preservation of content by allowing the access to scanned copy instead of original document as well as access to archival records, especially when they are published online. It provides an opportunity for easy promotion of archive records in the Internet. It enforces the creation of strategy to preserve digital copies.

Practically all the macro-functions in the archives are electronically supported, starting with collecting and developing the scans by online and offline publishing, and finishing with their preservation. The complete digitalisation will still take a long time to finish because of the limited technological and financial resources. But, due to the use of standardised archival description and its exchange, the archives can now make the information about its own content public in a simple way by using archival services and of different cultural institutions.

The paper will present the results of the research for the PhD thesis *Traditional Versus Virtual Archives – The Evolving Digital Identity of Archives in Germany* (published in Polish 2014).



ABOUT THE SPEAKER

Anna wrote a PhD thesis on digitalisation and the use of IT in national archives in Germany. She had internships at archives in Poland and in Germany (eg, Federal Archives of Germany) and libraries in the United Kingdom and Germany (eg, State Library of Berlin). Anna has presented several dozen papers and posters at conferences on history and archival science in Poland and in Switzerland, Germany, Australia, Spain and Sweden. She took part in archival projects in Germany (eg, 'Joseph-Teusch-Werk') and published dozen articles and reports relating to archival science and history in Polish, German and English (eg, in: 'Archiwista Polski', 'Archeion', 'Problemy archiwistyki', 'Przegląd Zachodni', and 'Archivar').

Currently Anna is an intern at the International Atomic Energy Agency in Vienna (Austria).

Information and career transformation – a recipe for success

Matt O'Mara, Stratford District Council, New Zealand

Matt has coined the term 'information transformation', a paradigm that challenges people to think differently about information and consider the role of information as an 'agent of transformation'. It is about helping people not only to learn to utilise information more effectively but also in different ways and realise how profoundly powerful and transformational this can be.

It requires an ability to look at everyday problems differently through what Matt calls an information transformation lens. This new way of viewing the world around us has numerous advantages.

We live in the information age, yet we are only on the precipice of realising the full potential of information and the way we use it not just in corporate settings or in government but in our daily lives.

Everyday numerous opportunities pass us by to utilise information in different ways to transform and improve what we do, address real world problems and to provide new insights.

Equally important is the ability to consider your own career transformation and how the same information transformation mind-set can be applied in developing your career.

Information management professionals work in a career space which is now seen as being a critical enabler and strategically important. Matt will cover how he has successfully transitioned from junior roles through to his current role as chief executive officer of Stratford District Council sharing a number of career development gems along the way.

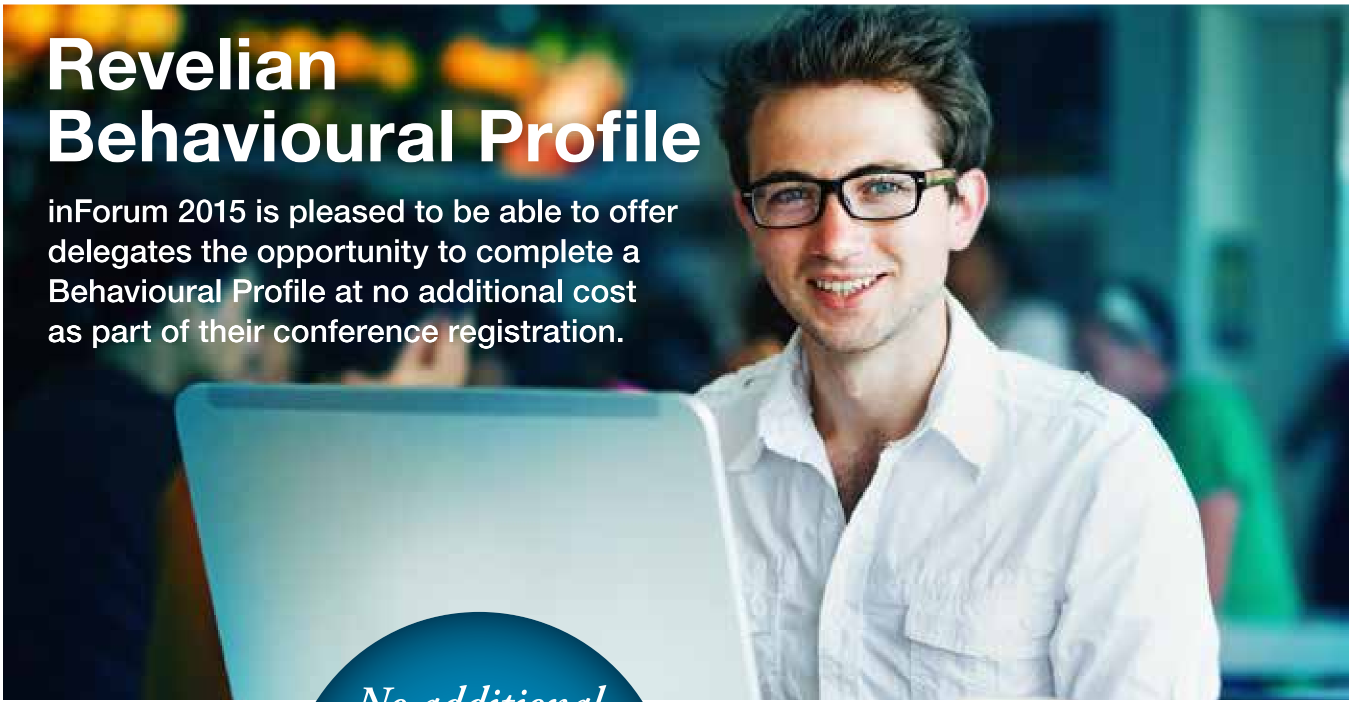
We live in the information age, yet we are only on the precipice of realising the full potential of information and the way we use it

ABOUT THE SPEAKER

Matt offers over 25 years' experience in strategic information and communication technology and senior leadership roles. Working in a diverse number of sectors (health, central and local government, education, defence, commercial and information systems auditing) provides Matt with a unique insight into a number of knowledge domains. His roles have encompassed general management, business transformation, training, change management, information technology and program management, records, knowledge and information management, lecturing and corporate services.

Matt has completed a Bachelor of Business Studies and a Diploma in Business Studies endorsed in Management (Massey University) and has certificates in Intermediate Health Science and Adult and Tertiary Teaching (Auckland University of Technology). Matt is a certified Microsoft Master Instructor and has ITIL and PRINCE2 certifications. Matt has also completed further studies in law and accounting and is currently completing a Master of Information Management.

In 2010, Matt was awarded the J. Eddis Linton Information Proficiency Outstanding Individual Award by RIMPA. This award recognises individuals who have contributed highly to the information management profession. ❖



Revelian Behavioural Profile

inForum 2015 is pleased to be able to offer delegates the opportunity to complete a Behavioural Profile at no additional cost as part of their conference registration.

No additional cost for inForum delegates

Valued at AU$150pp

The Revelian Behavioural Profile (RBP) provides insight into general behavioural styles and preferences, as well as more specific workplace behaviour such as decision making, motivation and communication.

The RBP looks at the work style behaviours of the individual. The assessment measures how people are likely to respond to challenges, the amount of interpersonal interaction they require, how they will adapt to the pace of a work environment, and how they will respond to rules and regulations in the workplace. As self-awareness of behavioural preferences increases, so too does individual and interpersonal effectiveness.

ABOUT THE PROFILE

The RBP was based upon the personality theory of William Marston (1928). Marston proposed that behaviours arise out of the interaction between one's perception of the environment and one's appraisal of their capacity to exert influence over it. Behaviour was consequently conceptualised as an adaptive response to both external and internal circumstances. The RBP assesses the natural and adaptive behavioural styles of individuals, and can be used in both selection and staff development processes.

The RBP utilises Marston's DISC model to examine the extent to which an individual's behaviour typifies four behavioural styles. The behavioural styles measured by the RBP are as follows:

- **Dominance:** Relates an individual's approach to problems and challenges
- **Influencing:** Relates to an individual's approach to social situations
- **Steadiness:** Relates to an individual's approach to pace of change in the work environment
- **Compliance:** Relates to an individual's approach to rules set by others

REPORTING RESULTS

The Revelian Behavioural Profile report for Development compares the individual's natural and adapted styles to determine areas of close alignment as well as large behavioural gaps or adjustments that may require more attention. The report allows for a meaningful comparison to be drawn between how an individual would ideally prefer to approach their role, and how they are currently adjusting their behaviour to meet role requirements. The Revelian Behavioural Profile (Development Version) is also appropriate for use in a coaching or leadership development setting as well as in team or organisational development initiatives.

HOW IT WILL WORK AT INFORUM

There is no additional cost to complete the Profile (which is valued at AU$150 per person).

1. Delegates will receive their log-in details direct from Revelian via email. Those registering after Friday 21 August cannot be guaranteed their log-in details prior to inForum.
2. Delegates who complete the profile by Monday 17 August 2015 will be provided with an electronic report prior to the conference and with a sealed hard copy version at inForum.
3. Delegates who do not complete the report by this date will be provided with an electronic report only.
4. Delegates who choose not to complete the report but change their mind after the conference have until Friday 11 September 2015 to take advantage of the offer.
5. There will be a 40-minute presentation at inForum which will explain to delegates how to read and interpret their profile report. There will also be a limited opportunity to ask questions.
6. All reports are completely private, reports are generated by computer and no RIMPA or inForum staff will see the results.

Delegates should note that if their employer has paid for their inForum registration, their employer may request to see a copy of the Profile. It is the responsibility of the delegate to arrange this if applicable (i.e. RIMPA, inForum and Revelian will not supply details to a third party, including your employer). ❖

Workshops

Upskilling staff

Kylie Welch, New Zealand

This workshop will help you upskill staff on Records Management 101. Whether the staff you work with know how to manage their information or if they are new to your organisation, this workshop will help you guide them into what they need to know. Based on the book Kylie has recently written about the basics of records management, topics covered are sure to help your staff with how to manage their information.

SharePoint as a records management platform

Andrew Warland, NSW

Microsoft's SharePoint has for many years been described in generic terms as a 'content collaboration solution focused on team sites'. (see http://blogs.office.com/2015/02/02/evolution-sharepoint/)

SharePoint is also used as an intranet in many organisations and the term 'team sites' is sometimes used interchangeably with the intranet. SharePoint 2013 was released in 2012 and SharePoint 2016 is already in beta.

While some attempts were made to manage digital records in SharePoint 2007 and earlier versions using third-party add-ons, Microsoft incorporated a range of recordkeeping features in SharePoint 2010 to bring the product more in line with standards such as ISO 15489 and ISO 16175.

These changes to some degree challenged existing electronic document and records management (EDRM) products and paradigms through its more intuitive user interface and ease of take up. In response, many EDRM vendors developed integration options for SharePoint, while a range of third-party vendors have developed add-ons to enhance 'out of the box' SharePoint functionality.

This workshop will provide attendees with an in-depth 'live' look at how SharePoint (2010 and 2013) can be configured – 'out of the box' – to manage digital records, without the use of any third-party add-ons. The workshop will cover the following areas:

- Basic SharePoint architecture, including the concepts of farm, web application, and site collection
- Key SharePoint administration roles and responsibilities, including the role of the records manager
- Access controls and permissions
- Site pages
- Document libraries as the primary form of container to manage records, including the role of document sets, folders and categorisation
- Lists, including for the management of paper records
- Records retention and disposal
- Analytics and audit trails
- Questions

Attendees will gain a closer understanding of how SharePoint can be used to manage records and will gain knowledge on how to engage more effectively with IT.

How to run an information management health check and business impact statement

James Price & Roger Saunders, Experience Matters, SA

Drawing on real life examples of success and failure, using hands-on exercises, and leveraging its global research into 'the barriers to and the benefits of effectively managing information as a business asset', Experience Matters will explain:

- Why information assets are important to organisations and why they are not managed effectively
- The barriers to effectively managing information assets
- Why do a health check
- The benefits of effectively managing information assets and how to realise them

Gartner has described Experience Matters work as 'tremendous' and its research as 'ground-breaking'.

Preserving relational databases: A technical workshop for the slightly technical

Peter Francis & David Fowler, Public Records Office Victoria, Victoria

Software Independent Archiving of Relational Databases (SIARD) was developed by the Swiss Federal Archive in 2008 and has gained acceptance in jurisdictions across Europe. Public Record Office Victoria has adopted SIARD as a long-term preservation format and accepts transfers of relational databases as SIARD VEOs (Victorian Electronic Objects).

But, how does it work? Where do I start?

Start here. In this 80-minute workshop we will guide you through a sample transfer: prepare an 'Agency' database for transfer, convert it to SIARD format, encapsulate it as a VEO, unpack the VEO, reload it into a database at the 'Archive', and validate the data.

You will complete all the steps yourself, from agency to archive, on your own laptop. In the process, we will discuss how to set up a transfer capability in your agency.

Who should attend?

Anyone who manages public records in Victoria who would like to get some first-hand experience with this new type of transfer, as well as anyone else interested in the preservation of relational databases. While based on methods used at Public Record Office Victoria, the tools and skills are transferrable to any jurisdiction.

It will be fun – and you only need to be slightly technical. ❖

If you can only attend one event in 2015 make sure it is inForum

inForum offers excellent value for money with its diverse, relevant, and informative program and optional workshops.

There is also the opportunity to view and discuss numerous vendor products and services, which are 100% relevant to the records and information management industry, direct with the companies. Not to forget the enormous potential that comes from networking.

Many delegates leave inForum saying that the networking alone was reason enough to attend, but with a great program too, every participant is guaranteed to return to work with fresh ideas and a renewed enthusiasm which ensures your company gets immediate benefit.

Not to be missed!

RIMPA AWARDS 2015 – CALL FOR NOMINATIONS

Nominations for RIMPA's excellence awards close 30 June. The awards will be presented at inForum 2015 in Melbourne at the Gala Awards Dinner on Monday 31 August. Winners will be announced the following day on the RIMPA website and in the November *iQ*.

RECALL ARTICLE OF THE YEAR AWARD

The Recall Article of the Year Award was introduced in 2004 to promote and recognise quality written contributions to RIMPA's magazine *iQ*. It has been sponsored by Recall since 2012.

Any member of RIMPA who submits an article for *iQ* from August to July in any given year will automatically be included in the judging.

Please see the August issue of *iQ* for the shortlist of articles.

"Recall is very pleased to once again confirm their sponsorship of the RIMPA Article of the Year awards. The articles published in *iQ* continue to be extremely engaging, entertaining and informative. They show that our industry continues to create and maintain very high standards.

"In the same way Recall is committed to maintaining the exemplary quality of records management that we enjoy here in Australia and the Pacific and we continue to lead the way forward by bringing together innovative technologies and quality industry experts to provide the best service and solutions for our customers. Our aim is to be their partner in business, and provide effective, secure and technologically advanced solutions."

JIM SHEPHERD AWARD

The RIMPA Jim Shepherd Award is awarded to vendors in recognition of both their support of RIMPA and of services to the records and information management industry. It is awarded in two categories: National or Multi-National Company and Regional Company.

National or Multi-National Company Category

Criteria and Eligibility

The nominee must demonstrate the following:

1 Company who operates within Australia or New Zealand

2 A minimum of three (3) years continuous sponsorship of RIMPA at **both** Branch and National level. Sponsorship can be financial or 'in kind'

3 Active involvement / participation in advancing the records and information management industry

4 Their product or service must be specific to the records and information management industry

5 Must be a Corporate Member of RIMPA

6 A company which has previously won the award is not eligible to be nominated in the three (3) years thereafter (ie, If they won in 2010 they cannot be nominated until 2014).

Regional Company Category

Criteria and Eligibility

The nominee must demonstrate the following:

1 Local company where business is restricted to a single State or Territory

2 A minimum of three (3) years continuous sponsorship of RIMPA at Branch level – sponsorship can be financial or 'in kind'

3 Active involvement / participation in advancing the records management industry

4 Their product or service must be specific to the records/information management industry

5 Must be a Corporate Member of RIMPA

6 A company which has previously won the award is not eligible to be nominated in the three (3) years thereafter (ie, if they won in 2010 they cannot be nominated until 2014).

More detail on each category plus the nomination form, can be found under Awards on the RIMPA website.

J EDDIS LINTON AWARD

The RIMPA J Eddis Linton Awards recognise leadership through the practical application of innovation, collaboration, implementation, business benefit and excelling students.

The J Eddis Linton Awards seeks to engage our leaders with the world, through global recognition and knowledge that is underpinned by the program's established framework. The Awards culminate in the recognition and celebration of organisations and individuals that implement world-class initiatives and industry leading services on a prominent and far-reaching scale.

Nominations for the one project can be submitted for all categories that apply. Nominations can be self-nominated or nominated by another party. All nominees must be financial members of RIMPA.

Innovation

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

Collaboration

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

R·I·M Professionals Australasia

Directory

Chair
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Email prout.consulting@bigpond.com

CEO
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Mobile 0409 250 795

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

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

Branch Manager, & Sales & Sponsorship Coodinator
Wendy Morris
Email wendy.morris@rimpa.com.au

Address for all:
PO Box 276
St Helens TAS 7216

Implementation

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

Business Benefit

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

Student

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

INDUSTRY CONTRIBUTION AWARD

Introduced in 2014 these awards recognise industry contributions by RIMPA Professional Members. Nominations are provided through Branches.

Criteria
Criteria is as follows:

- The award nomination period runs 1 July to 30 June annually.
- Only Professional Members of RIMPA can be nominated for an award.
- The judging committee will be made up of: Kate Walker, Kristen Keley and Maree Cooper.
- Nominations can be submitted by any member of the Association, however every Branch Council should submit at least one nomination per year.
- Nominations must be submitted to kristen.keley@rimpa.com.au via email and must include a brief supporting statement about the nominee and their nomination (ie, what is their contribution to the industry, where, when, how long, etc). There is no official nomination form.

Areas where awards could be awarded include (but are not limited to):

- Involvement with Standards/Education
- Contribution to Standards/Governance/Strategy
- Involvement in Leadership/Mentoring
- Contribution to Local Government
- Contribution to the Company or to a specific Branch

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ezescan – transforming paper into knowledge

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Student
Records Solutions – Helping Manage Information Effectively

FOR MORE INFO

More detail on each award plus nomination forms can be found at:
rimpa.com.au > Grants & Awards
Any queries and all nominations should be directed to Kristen Keley:
kristen.keley@rimpa.com.au

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