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InfoRMAA
Quarterly

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infoRMAA Quarterly

Vol 23 – Issue 1 – February 2007

OFFICIAL JOURNAL OF THE
RECORDS MANAGEMENT ASSOCIATION
OF AUSTRALASIA

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The Members Only section of the website can be accessed with RMAA membership, or, outside Australia and New Zealand, with the purchase of an InfoRMAA Quarterly annual subscription.

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Front Cover:

What is the key to compliance & success? We reveal all as we put you in the education & training picture with our biggest ever feature on the subject, including two exclusive reports, starting on page 22.



Comperation Group

Bell Awards 2005 Best B2B Magazine (CO magazine), Finalist

Bell Awards Year 2004, Best Small Publisher of the year, Highly Commended





Kate Walker,
CEO of the Records
Management Association
of Australasia

From the **PRESIDENT & CEO**

Tell Your Boss - Professional Development is CRITICAL to everyone...

This issue of *IQ* features articles on education, training, and professional development. The RMAA believes in the fundamental importance of structured personal and professional development for its members. There is a very wide range of training and development courses designed to provide worthwhile learning opportunities for people, at all stages of their career, to support, maintain and enhance their competencies and skills.

Courses range from a few hours, one-day seminars to distance learning programmes. The Association holds a comprehensive training and education database detailing a wide range of learning options from professional development short courses to full or part time undergraduate and postgraduate courses.

Amongst its aims, the RMAA ranks the promotion and provision of education and training for records and information workers high, just as we also encourage the promotion of service standards and acceptable good practice.

The RMAA is committed to advocating the relevance of records and information management and the types of services provided to the country and community, as well as developing foresight and strength of leadership within the profession.

We strongly believe that we must move forward with professional development programmes based on the best information currently available. The records and information management community should continue to encourage and conduct systematic research about effective professional development to add to our knowledge base for particular purposes in various contexts.

The RMAA attaches considerable importance to the strong need in its field to keep abreast of developments and their implications for records and information management.

Professional development is the foundation of a professional membership organisation, and effective implementation of professional development activities directly addresses several values identified by the RMAA National Board during strategic planning.

This goal focuses on how to improve access to professional development opportunities. Focusing on improving access to opportunities, rather than providing them itself, allows the Association to build programmes as it develops the capacity.

Providing access does not require the RMAA to

develop or implement training, but it does require scoping for opportunities and promoting them among members.

Improving access to professional development also provides a reason for generating partnerships and helps to insure that the partnerships will last because they will evolve from mutually identified priorities and will support the work of the partners.

Members wanting to access the opportunities will need to know what kinds of training they should pursue and where they might find it. To accomplish this, the RMAA's task is to develop an infrastructure that enables us to communicate the importance of professional development, to identify training opportunities, to promote existing training opportunities, and to create opportunities where none exist.

Of course, continuing professional development (CPD) is easy for you to understand, but how often do you feel that your employer doesn't understand the need for you to attend events to develop your knowledge, (when they already think you know everything)?

So, here are a few thoughts which you might share with your boss.

What is Continuing Professional Development?

Continuing Professional Development (CPD) is the term that describes how employees maintain their own competence in the workplace. All employees should maintain and develop their competence in the workplace as a matter of course, but CPD is the recommended way for professionals to achieve this aim.

Professional institutions such as the Records Management Association of Australasia (RMAA) encourage and support their members in maintaining their CPD.

CPD involves updating particular areas of competence, developing personal and management skills and broadening one's experience, which will lead to new opportunities. The challenges and opportunities of the work experience provide the central basis for maintaining CPD. This can be supported by any number of structured activities both within and outside the workplace.

What Does CPD Have to do With me, an Employer?

CPD is important to employers because it involves the competence and efficiency of your workforce. Today, most employers recognise the importance of developing the skills, knowledge, and competencies of their staff.

Technology is changing at such a rapid rate

that businesses must invest in their workforce in 'keeping up to date' in order to remain competitive and profitable. The crucial role played by the people in a company is now widely recognised and many firms are becoming involved with initiatives to ensure their employees keep abreast of their field.

How Does CPD Help me?

Investment in employee development provides a benefit to the company which results in 'bottom line' profits. Even in the short term, payback can significantly exceed the outlay because when people understand the processes they are working with, and appreciate the business objectives that they are working towards, their productivity, and creativity improve.

Individuals also gain greater job satisfaction, which leads to a deeper commitment to the company's performance, and, therefore, lower rates of staff turnover.

What Does an Employer Like me Have to do?

Staff development should not solely be an activity carried out by a company for its employees. Ideally, it should be a partnership. Employers should be encouraging employees to think about their own aspirations as part of a healthy partnership that will benefit employee, employer and the company.

Employers have a responsibility to their companies and to their employees to provide an environment where people can develop the necessary skills and knowledge to take on new responsibilities as the need arises.

What do my Employees Have to do?

Employees should be encouraged to take a pro-active role in deciding what training and development activities they should undertake, whilst employers should be helping and guiding such decisions to ensure that corporate goals are met.

Individuals have a responsibility to themselves and their employers to consider what might be required in the future and take steps to prepare themselves to be ready when opportunities occur and when changes are necessary.

All professionals are being encouraged to address their lifetime learning to make sure that they maintain their professional competence and continue to develop in all aspects of their work.

Employees should be encouraged to keep records of their objectives and of the learning opportunities that they have used. The annual appraisal interview is the ideal time to plan development targets and assess progress.

How do I do it?

The wide ranges of activities that take place, daily, in the workplace provide many of the most important learning opportunities. People should be given the chance to experience different situations and develop a wide range of skills.

However, in specific instances, formal, off-the-job training may be required. Employees should also be encouraged to read widely and gain an appreciation of the wider issues related to their jobs.

The professional development of staff should not be confined just to technical competencies. It should also include the wider issues of records and information management, as well as interpersonal skills, management techniques and legal and financial knowledge, where relevant.

Employers should actively encourage their employees to attend events organised by local groups of the Records Management Association of Australasia (RMAA) and similar, relevant organisations.

These meetings offer both technical updating, by means of formal lectures, and the opportunity for discussion with other professional people working in related fields.

Encouraging staff to network in this way is a key means of

increasing competitiveness. It is of great benefit to individuals to have help in reviewing their progress and guidance in choosing which routes to follow. Managers within a company should be aware of the importance of individual development and be able to guide those for whom they have responsibility.

They should be aware, not only of development goals but also of the different types of training requirements that different people have. Some people learn best in formal teaching situations but many others need an informal approach and will benefit much more from being given the opportunity to work alongside a colleague to acquire particular skills.

It is also strongly recommended that, where possible, a fellow professional acts as a mentor to facilitate the continuing professional development of employees. The RMAA encourages employers to provide mentors to employees, if possible. Helping individuals improve their performance will improve overall business results.

Many employers ask for guidance in measuring the amount of time that should be spent in staff development, but there can be no hard and fast rules. It must be emphasised that it is the benefit of an activity to a particular employee rather than the activity itself, which is important. All learning opportunities, however informal, should be seized when they arise.

How Do I Get Started? A Checklist for Employers...

- Clarify how your business objectives may best be met by investment in your people.
- Take opportunities such as an annual appraisal to discuss development with individual members of staff.
- Ask them about their commitment to their own development and encourage understanding between you of shared objectives.
- Listen to their ideas and encourage them to consider their own personal goals.
- Aim to create a partnership between you where you both contribute to their development.
- Set realistic expectations – you both will have limited resources of time and money.
- Persevere in this process. Continue to encourage your people and review progress regularly. Experience shows that the payoff will be a tangible improvement in productivity and in the competitiveness of your business.
- Establish a mentoring scheme to assist employees in setting medium and long-term career goals.

Why is the RMAA Interested in CPD?

The RMAA's National President Kemal Hasandedic and its CEO Kate Walker believe passionately that it is part of the Association's mission to promote the continuing professional development of its members to ensure their ongoing development.

The RMAA provides both general and specific advice about CPD, professional activities which contribute to an individual's CPD and approval of activities for the purpose of CPD. Members of the RMAA are required to maintain their own CPD or risk losing their professional membership status. CPD is thus a vital element of the activities of the Association.

Members are entitled to free advice and support about CPD. The RMAA will also send members official CPD recording and planning documentation on request. Employers are requested to support the RMAA initiative and promote employees CPD.

More information about CPD can be obtained directly from the RMAA office or from:

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Kemal Hasandedic, FRMA
National President, RMAA

From the Editor's **DESK**

AN EDUCATIONAL FOCUS

Thank you for all the submissions for this issue of *IQ*, which focuses on RIM education, training, and professional development.

We've the Horton Report from the UK, written especially for *IQ* detailing the findings of Dr Sarah Horton's international survey on RM education and training, with interesting comparisons of UK and Australasian situations.

Curtin University's Dr Margaret Pember reveals the results of a survey of Curtin's RM students which identifies today's typical RM student and shows changing student perceptions.

ECU's Dr Joanna Sassoon and two of her indigenous students bring us up to date on the success of moves to bring indigenous Australians into the RIM world via education and training since the 1997 'Bringing Them Home' report. Another article looks at a joint local government/TAFE NSW RM qualifications initiative in the Hunter Valley.

To demonstrate that RIM training and education shouldn't be confined to the Records department, a US article discusses how enterprise-wide RIM training is essential if an organisation is to meet its compliance obligations.

Our *IQ* Interview is with the CEO of RIM training provider Records Solutions, Anne Cornish, and two young records managers give us their views on where RIM should go with the aid of education.

We've an entertaining article about email archiving from a pair of American lawyers who will be presenters at this year's RMAA International Convention in Wellington, along with a preview of the Convention from Contributing Editor Mike Steemson.

Rounding out the issue, Jackie Bettington and Trish Wichmann give us part 2 of their EDRMS series commenced in the Information & Records Management Annual, and Queensland State Archives give a timely reminder on compliance requirements which, while directly applicable to government agencies in Queensland, should ring bells around Australasia.

Why is there is no RIM Relics item in this issue? Because nobody submitted one. If you're a RIM with an interesting photograph and an equally interesting story, send them to us for a future issue.

The May issue of *IQ*, which coincides with Information Awareness Month, will be all about 'Technology'. We'll be exploring all facets of RIM technology. So, if there's coverage you'd like to see, critique, explain, or want to know about, let us know. We'll also be featuring a government report from the UK on an alarming gap between the needs and the realities of digital preservation.

Submissions for May's *IQ* close April 1, but the earlier you make your submission the more likely it is to be published.

Enjoy this issue. And give us feedback on the content.

Stephen Dando-Collins

Editor, *IQ* Magazine
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'Dear Editor...'

Has the Change to A4 Stalled?

After many years with A4 paper in office use, why are many filing and archive storage systems still providing for foolscap? The space that could be saved, based on the relative paper lengths, is 10%. That translates into a lot of money when records management shelving, building and enclosure expenses are considered.

An A4 box measuring 330mm would be quite adequate. When the cost of the kilometres of shelving and the buildings housing them are considered, how could the potential savings of moving to A4 be ignored? Anecdotal evidence suggests that much less than 10% of incoming paper records are now in foolscap.

There is another anomaly that could be used as an excuse for clinging to foolscap Type 1 boxes – manila folders. Despite the change to A4 the great majority of the popular manila folders still being sold are foolscap size. Why?

My company has shown some leadership in breaking this impasse. It is a situation that is costing records management in offices and archives, in Government and the private sector, much more than they may realise.

Change often starts with small moves that open up the options for an eventual regime change. New products that now available provide the catalyst to overcome the inertia for change that seems to be needed in Australia.

The latest A4 box, for example, is fully archival polypropylene and much easier to assemble than the boxes presently in use, even those supplied by Albox.

Tradition is a wonderful thing and Conservators must be conservative when changes in practice are involved. On the other hand, time and technology can bring exciting new options and polypropylene is one of them. A combination of polypropylene products to suit A4 records is a logical next step.

Darby Johns
Managing Director
Albox Australia Pty Ltd
Adelaide, SA

CORRECTION – *iRMA*, Meryl Bourke

In the article 'Giving RM a Presence in Local Government' in the inaugural issue of the *Information & Records Management Annual (iRMA)*, in the team photo the article's author Meryl Bourke is identified as third from left in the front row. She is in fact first from right.

We've modeled our information management services after the most sophisticated system in the world. The human brain.

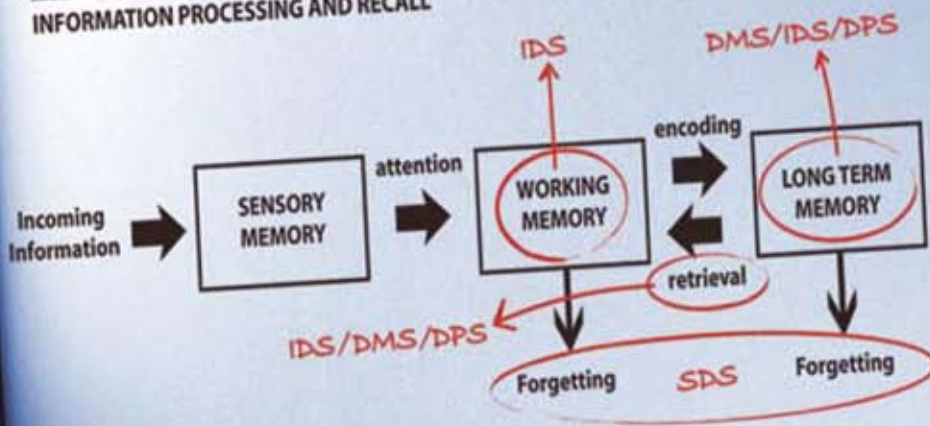
THE BRAIN AND MEMORY FUNCTION

There are three types of memory - sensory memory, short-term (working) memory and long-term memory. Information is passed from sensory memory into working memory by attention, which filters stimuli to those which are of interest at a given time. Long-term memory function is used for storage of information over a long time. Information from the working memory can be quickly recalled as needed.



figure 11.a

INFORMATION PROCESSING AND RECALL



Chapter 11: The Brain and Memory Function | 232



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Will Cutting Red Tape Solve Privacy Problems, or Create Them?

CANBERRA: A report being prepared by the Australian Law Reform Commission (ALRC) covering a major review of the nation's privacy laws will focus on modifying regulations in the face of rapid changes in technology. But will it be all good news for both the public and for RIMs?

ALRC President, Professor David Weisbrot said, in a Commission media release, that the Inquiry had been made necessary by the rapid technology changes in the way personal information is captured, stored and matched.

"Just by surfing the Web," he said, "you may reveal vast amounts of personal information, often without your knowledge – for example, your health, education, credit history, and sexual or political orientation.

"There's potential for this information to be matched with information in other databases, to create comprehensive profiles of individuals. We want to know how concerned Australians are about this, and what they want down about it.

"We also want to know if tech-savvy young people who have grown up in a 'surveillance society' have different views than their parents.

For example, they appear to be much more willing to share personal information and photos on the Web.

The Inquiry process got under way last October with the release of an Issues Paper, 'Review of Privacy', which listed 142 questions to which the ALRC is seeking answers from the community.

In addition to attempting to determine the differing attitudes to privacy matters of Baby Boomers, Generation Xers, and Generation Yers, Inquiry questions range across general attitudes to privacy and its protection but also get into specifics such as attitudes to data matching, facial recognition, and even body odour measurement.

"These technologies can be powerful tools," said Professor Weisbrot. "For example, in assuring identity and protecting against terrorism. But we are facing a 'brave new world' in terms of how technology impacts on privacy. We need to think about where to draw the line in safeguarding the privacy of individuals."

As well as considering new regulations, a major issue being considered by the Inquiry is the complexity of existing privacy regulations and how to simplify those regulations to cut unnecessary red tape.

Said the ALRC Commissioner heading up the Inquiry, Professor Les McCrimmon, "Some organisations have to comply with up to six layers of privacy regulations. Simplifying the privacy regime will reduce red tape, assist compliance, and ensure privacy obligations don't place too much of a time and financial burden on organisations."

Other questions being considered by the Inquiry include the need for and wisdom of granting privacy law exemptions to legitimate news media. Then there is the matter of how to realistically deal with breaches of privacy regulations.

Another consideration, with online information sharing eliminating international boundaries, is the question of how can and should information that flows across national borders be protected and regulated?

The results of the ALRC Inquiry will be released in March of next year. That report will include recommendations for changes in the law, to ensure that adequate protections are in place to cover the demands and the threats posed by new technology.

Questions must also arise about how privacy law changes will affect RIM professionals and the way they do their jobs in the future. With

the ALRC Inquiry now in a period of public consultation, the opportunity exists for industry bodies and individuals to pose questions of and make submissions to the Inquiry.

For more information, and to obtain a copy of the Issues Paper and other related publications, visit www.alrc.gov.au.

Whole of Top End Government Switches to Tower Software ECM

DARWIN: In an Australian first, the Northern Territory Government has awarded Tower Software a contract to supply all Territory Government departments and agencies with the TRIM Context ECM solution.

Until this contract was signed, Tower Software's TRIM Context solution was being used by upwards of 4,000 Northern Territory Government employees. Under the new contract, every Territory Government employee will have access to TRIM.

The contract, described by Tower Software as 'worth a seven figure sum', covers the purchase of a perpetual licence to TRIM Context for Northern Territory Government agencies and employees, and includes 5 years of software maintenance with an optional extension.

A number of Tower's implementation partners are also included in the agreement for the provision of training, change management, and additional support as and where needed. Those partners are Alphawest, CSM Group, Gen-I, iCognition, Kaz, KnowledgePartners, and MicroHelp.

The adoption of a single ECM platform across whole of government, a first for all Australian state and territory governments, was spurred by the implementation of the Northern Territory's 2002 Information Act, which came into effect in July, 2003, and by the development of records management standards by the Northern Territory Archives Service, (NTAS).

According to the Territory Government, for the first time in Australia the issues of freedom of information, privacy, and archives management were brought together under the Act.

"We expect numbers of ECM users to increase considerably over the next few years," said Greg Coleman, Director of the NTAS, in a Tower Software media release. The NTAS, which operates within the Department of Corporate and Information Services, manages all licensing for records management and ECM solutions for the NT Government.

"Ultimately," said Coleman, everyone who has a desktop will be able to access TRIM."

The first priority under the agreement will be

the upgrading of all Territory agencies to TRIM Context 6 with ice Web client support.

Iron Mountain Expanding Further in Region



Ian Hollow, Iron Mountain's Managing Director for Australia and New Zealand

MELBOURNE: US RIM industry giant Iron Mountain, which entered the Australia/New Zealand market last year by buying Pickfords, is on a fast track to expand its service offerings in Australasia and to grow its way into Asia/Pacific market leadership.

Ian Hollow, Iron Mountain's Managing Director for Australia and New Zealand, and formerly Pickfords' CEO for the same region, tells *IQ* that Iron Mountain is expanding fast in the Asia/Pacific from its new A/NZ base,

"Iron Mountain chose Pickfords Australia & New Zealand as a first step for expansion into Asia Pacific markets," Hollow told *IQ* in an interview. "That programme continues with further Asian businesses now joining the Iron Mountain family.

"We have built out our regional capabilities with our new Melbourne HQ. Our recent acquisitions in India, with other Asia Pacific countries to come, can now draw on finance, IT, marketing and HR support from our shared services teams."

The takeover of Pickfords gave Iron Mountain Australasian offices in Melbourne, Sydney, Canberra, Brisbane, Adelaide, Perth, Hobart, Darwin, Auckland, Wellington, Christchurch and Hamilton, from where it offers clients records management, data back-up and recovery, and information protection and preservation.

The company has also employed more

staff in Australia and New Zealand since the takeover of Pickfords. "We have expanded our field staff to enhance our industry-leading imaging services, grow our premium off-site data protection services, and expand secure destruction availability in both countries," says Hollow.

"In this first 12 months we have invested at twice the rate of that during the previous 24 with Pickfords."

In 2006, Iron Mountain celebrated its 10th anniversary as a New York Stock Exchange listed public company. Through growth and acquisition, the company today operates in 33 countries on 5 continents and has grown annual revenue to US\$2.1 billion.

With strong footprints in North and South America and Europe, the Asia/Pacific region was the natural choice for Iron Mountain expansion, and the Pickfords acquisition gave Iron Mountain a readymade platform for the assault on Asia.

"Iron Mountain is a leader in developing new solutions to meet its customers' changing needs," says Hollow, "and expects to manage the current media forms - paper, film, magnetic, etc - for many years to come.

"In addition, the company offers new solutions to take advantage of emerging digital technologies, which create a whole new set of challenges for customers and opportunities for Iron Mountain."

Ian Hollow will discuss where Iron Mountain has been and where it's heading in the digital world in a more detailed interview in the next issue of *IQ*.

NSW Transport Ministry Takes Objective ECM on Board

SYDNEY: The New South Wales Ministry of Transport has selected an enterprise content management (ECM) solution from Objective Corporation to manage Ministerial correspondence.

The Ministry provides policy advice and allocates funding for public rail, bus, and ferry services in New South Wales, and also oversees taxi, hire car and tow truck services in the state. It's 252 employees operate from offices in Sydney, Parramatta, Newcastle, and Wollongong.

The Ministry manages a large volume of correspondence, bit internally and externally to subordinate agencies such as the State Transit Authority and Sydney Ferries.

The Objective solution will initially be deployed within the Ministerial Coordination division, before being rolled out across all organisational units.

National Library Secures Papers of Australia's Only Literary Nobel Laureate



Nobel Laureate Patrick White, 1912-1990

CANBERRA The National Library of Australia has acquired one of its greatest treasures, the papers of the late Patrick White, Australia's only Nobel laureate for literature.

A November NLA media release said: 'It has long been believed that White destroyed all his manuscripts and personal papers. This enormously rich collection, acquired via Barbara Mobbs, White's literary agent and executor of 30 years, dismisses the theory.'

The archive consists of 33 boxes containing original manuscripts, correspondence, photographs and memorabilia. It is a personal collection ranging from notebooks from the 1930s to recipes reflecting an interest in international cuisine, through to annotated speeches about favourite causes and his oft-worn beret.

Most importantly, the collection contains the research for and beginnings of all White's novels, including the historical works *Voss* and *Fringe of Leaves*; every draft of *Flaws in the Glass*; two unpublished novels - 'The Binoculars and Helen Nell' and 'The Hanging Gardens'; an unpublished novella - 'Dolly Formosa and the Happy Few'; complete versions of several late plays and drafts of previously unknown plays.

There is also considerable correspondence kept by White, including a letter from Salman Rushdie, hand-painted postcards from Sir Sidney Nolan; and nearly 200 condolences sent to Manoly Lascaris, White's

Egyptian-born partner of 49 years, after the author's death.

National Library Director-General, Jan Fullerton, AO, said that the material greatly enhances the library's already extensive collection of Patrick White material.

"The breadth of this new collection illuminates the things that White treasured for 60 years and is a window into his personal and literary life that has until now been inaccessible. For literary scholars all over the world the news of this collection is of immeasurable importance.

"Patrick White himself fuelled comments that he destroyed all his manuscripts, viewed as a great loss to scholarship. This acquisition completely changes our understanding of how White lived and worked, making the new collection all the more special and valuable to the nation," said Fullerton.

The acquisition comes 16 years after White's death and 3 years after Mr Lascaris' passing. More about the collection can be found at <http://nla.gov.au/nla.ms-ms9982>.

Local Buys Adds Objective to Queensland Local Government PSA

BRISBANE: Local Buy, a subsidiary of the Local Government Association of Queensland (QLGA) responsible for the provision of value-adding procurement services, has appointed Objective Corporation to its newly established Preferred Supplier Arrangement (PSA), for EDRMS and RM consultancy services to local government in Queensland.

Local Buy spokesperson Zeljka Maric said, in an Objective media release, 'The contract will deliver significant benefits to local government organisations embarking on the selection of an EDRMS and associated consultancy services.'

The awarding of the contract followed Local Buy evaluation and testing of solutions available to local government agencies in Queensland.

Objective's ECM is already used by a number of Queensland state and local government agencies including the Queensland Police Service, Port of Brisbane, Powerlink, the Townsville Port Authority and Redcliffe City Council.

Minister Acknowledges Immigration Dept Recordkeeping 'Inadequacies'

CANBERRA: Australia's Minister for Immigration, Senator Amanda Vanstone, has acknowledged that serious 'deficiencies in recordkeeping' at her Department, identified by three reports by the Commonwealth Ombudsman, were unacceptable, and has given assurances that they are being corrected.

In early December, Commonwealth Ombudsman John MacMillan released three reports on 20 people put into immigration detention by the Department of Immigration and Multicultural and Indigenous Affairs (DIMIA) between 2000 and 2005.

The Ombudsman found that most of these had been Australian citizens or had legal residency or valid visas. Only 2 were found to be illegal immigrants.

The Ombudsman put much of the blame for the wrongful detentions on poor recordkeeping at the Immigration Department.

Similarly, a report from an audit by the National Audit Office of the Immigration Department's tender process for detention services during 2005-2006, (Audit Report # 32-2006-06), had also described serious flaws in Departmental recordkeeping. In some cases, for example, no record had been kept of reasons for particular tenders being awarded.

Speaking on ABC-TV's '7.30 Report' last December 6, Senator Vanstone agreed that the Department, renamed the Department of Immigration and Multicultural Affairs (DIMA) last year, was guilty of "not adequate systems, not adequate recordkeeping."

The Minister pointed out that in 2006 the Immigration Department cooperated with the Ombudsman and the National Archives of Australia in identifying the problems that led to the records failures and had set in train solutions to remedy those problems.

In February last year the National Archives released a report following a strategic review of recordkeeping in DIMA in which it provided extensive recommendations on improving the Department's recordkeeping.

"From the bottom up, we are going to repair this," Senator Vanstone told ABC-TV, "and are accountable for it."

Send News Items to: editor.iq@maa.com.au

Invercargill Expects Big Benefits from New ECM

INVERCARGILL: The Invercargill City Council, which administers New Zealand's most southerly city, has high expectations of major time and money savings from its new Objective enterprise content management solution.

Invercargill City Council provides services to 54,300 residents on an annual budget of NZ\$56 million. Previously, each division and directorate within the Council maintained its own silos of information, which was a barrier to information sharing and involved considerable time in information acquisition.

The Council's Objective solution becomes its single information repository. It will be used by all staff, including the Mayor, directors, engineers, city planners, animal control officers, museum technicians, library staff, even cemetery attendants.

The system will manage electronic and physical information – plans, contracts, applications, compliance certificates, rates notices, correspondence, building warrants, photos, videos, and human resources files.

The Council's Director of Finance and Corporate Services, Les Pullar, has high expectations of the benefits the system will provide. "Objective will make it far easier to share information," he said, in an Objective media release. Among the benefits he expects are "improved responsiveness and customer service."

The ECM will be also integrated with the Council's Geographical Information System and property administration system. "This will save hundreds of hours of staff time each year on search and retrieval," says Pullar. "For example, a person

will be able to locate a property file and view all information available relating to that particular property, including rates details, development applications, billing and correspondence."

Web Content Must Be Archived Says US Archivist

BETHLEHEM, Pennsylvania: An archivist with the Internet Archive, the world's largest public Web archive, says that, with the average life of a Web page being just 100 days, active efforts must be made to preserve Web material before it is lost forever.

The Brown and White, journal of Pennsylvania's Lehigh University, reported on December 4 that the Internet Archive's Michelle Kimpton told a Packard Laboratory seminar that many online resources are being lost because of lack of proactivity by archivists.

The Internet Archive database comprises more than a petabyte of data. That's a million billion bytes, or the equivalent of 20 million full four-drawer filing cabinets.

The Internet Archive database includes 60 billion Web pages, 45,000 recorded concerts, 45,000 films and video recordings, educational courseware, and more than 100,000 audio recordings, in 20 different languages.

Recently, the Internet Archive partnered with the Massachusetts Institute of Technology to put all the university's courseware online. That included audio and video recordings. The next big project for the Internet Archive will be teaming up with NASA to put all of its millions of images onto an online database.

According to Kimpton, Web archiving faces budgetary restraints, the constant change of technology, and ambiguous state and national laws. She is hopeful that in the next few years the archiving of Web material will be legally mandated.

New Capabilities, Old Limitations to Sharepoint 2007

SILVER SPRING, Maryland: Independent analyst firm CMS Watch finds that the newly released Microsoft Office SharePoint Server (MOSS) 2007 'brings many of the same limitations' as its 4-year-old predecessor.

After surveying hundreds of enterprise portal customers worldwide, CMS Watch has both bouquets and brickbats for MOSS 2007, which is a part of MS's newly released Office 2007.

In a media release, CMS Watch says that 'MOSS now combines traditional SharePoint collaboration and portal services with Microsoft CMS and adds new functionality, such as records management'.

But, says the analyst, 'MOSS will remain an unlikely fit for most e-business scenarios or enterprise-wide deployments in large organisations.' It will be best suited to departmental collaboration or intranet scenarios in mid-sized organisations already making extensive use of Microsoft, says CMS Watch.

The report finds that while the previous dependency on Internet Explorer has gone, the ease of installation of MOSS 2007 'obscures difficulty in customisation and ongoing maintenance.'

The analyst says that, as in the past, Microsoft's learning channel will need substantial



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time to absorb and learn the tool. 'Experience with previous versions of SharePoint suggests that this learning process will be measured in years'. For more information, visit www.cmswatch.com.

Concern in UK Now That Police Have the Key to Data Encryption

LONDON: New regulations coming into force this year in the UK under Part III of the UK Regulation of Investigatory Powers Act (RIPA) 2000 give British police access to the encryption keys needed to decrypt data which, in their opinion, could be vital for a conviction.

Techworld magazine reported on December 4 that many UK banks and other companies were worried about conflicts between data security and their customers' data privacy rights, which they believe are now threatened by the legislation.

Under the law, companies can be liable for

prosecution in the event of the negligent or even accidental disclosure of customer information, with encryption keys at the centre of data protection.

It will be up to company executives to disclose encryption keys to law enforcement agencies without opening security holes in their organisation's databanks.

At the same time, RIPA Part III does impose penalties on law enforcers who fail to adequately secure evidentiary keys leading to data loss or damage.

Techworld reported that consultants believe that using 'anything short of industrial-grade cryptographic key management' for the protection of keys in the face of the severe penalties contained in RIPA III would be 'very rash indeed'.

Liberian National Archives Corruption all About People, not Records

MONROVIA: The new head of the National


Archives and Records Centre (NARC) in the troubled West African nation of Liberia has accused a predecessor of using the Archives as 'a money-making zone'.

NARC Director-General Dr Sam Pittee Toe told local newspaper *The Analyst* (December 6) that he had uncovered numerous cases of corruption at the Centre since taking charge recently.

He said that he had discovered that NARC's previous Director of Administration had trebled his own salary and had also sold computers, photocopiers and a vehicle donated to the Centre by USAID.

Dr Toe also told the newspaper that not a penny of the money earned by the agency from fees for deeds and marriage documents processed by the agency could be accounted for covering the 2 years prior to his appointment.

"I think (NARC) is the most corrupt entity of government right now on this earth," he said.

Dr Toe, who had lived for many years in the US prior to accepting the NARC appointment from Liberia's new female President, Ellen Johnson-Sirleaf, told *The Analyst* that he has already increased the Archives' income from L\$2,000 per month to L\$18,000 per day by eliminating malpractice. 



RMAA 25th International Convention Sydney

NEW SOUTH WALES 7-10 SEP 2008 Theme: 'Adoption and Adaptation'

CALL FOR PAPERS

The RMAA is seeking submissions for papers to be presented at the Convention. Possible Presentation subjects include:

- Nanotechnology and Information Management (future uses of technology)
- Online Learning – delivering RM training virtually and measuring its adoption/accuracy
- Change Management
- Disaster Recovery – regional – Hurricane Katrina case study
- Electronic Courtroom
- Private Sector versus Public Sector needs for recordkeeping compliance
- Tonga, Fiji, Pacific Islands case study on basic recordkeeping
- Identity theft
- SMS and MMS as records

Presentations should be 35 minutes for Professional Papers or Case Studies.

A written abstract outlining your paper, along with a biography, should be forwarded to the Convention Organiser, Kristen Keley, at: Kristen.Keley@rmaa.com.au

Once accepted, full papers must be submitted to the Convention Committee by 1 August, 2008. If you cannot meet this deadline, please do not commit to a paper.



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Lights, Camera, Email!

Balancing Email Archiving with Litigation Risk by Movie Madness

By **Lori Ann Wagner** and **Jonathan M Redgrave**, RMAA 2007 Convention feature presenters

It's the mainstay of business communication in the 21st century but, mystifyingly, the modern convenience of email does not come with a built-in director to get it, all singing, all dancing, episode by episode, into the records and information can. But, despite this dread flaw, regulators and courts are increasingly expecting it to produce Academy Award performances¹.

These Tartars are demanding that corporate email be retained and accessible in accordance with legal obligations and corporate compliance best practice, at the push of a button.

For many organisations, achieving this is as daunting as walking into the world's largest movie rental store and being told the movies must be organised scene by scene into categories depending upon the action in each scene. But it is not 'Mission Impossible'.

Casting Call: The Actors Driving Corporations to Re-examine Traditional Approaches to E-mail Management.

The Day After Tomorrow²: The staggering rate of e-mail data proliferation

The advent of the personal computer and handheld wireless devices has melted the polar ice caps, and the global information river beds are being flooded with an ever growing surge of data flowing at an unprecedented rate.

These floodwaters have been building steadily with the amount of data compounding exponentially year after year.

The floodwaters continue to grow, showing no signs of receding. According to a February 2006 study by The Radicati Group³ there were an estimated 1.9 billion email users in 2006, and this number will climb, at an average annual growth rate of 18%, to nearly 3.6 billion email users in 2010.

The Perfect Storm⁴: The legal and regulatory drivers for e-mail retention

Once upon a time, corporate managers may have hoped that they could close their eyes, click their heels and say, "Emails are not records" three times and it would transport them to a place where they would never have to deal with getting their heads around managing it.

This scene ends with a rude awakening to the undeniable reality that records retention requirements are driven by the content of a communication, and not its container.

Recognising the prevalent use of this medium for business purposes, certain government oversight agencies have made clear that emails must be retained and managed as records.

For example, the US Securities and Exchange Commission long ago issued rules and guidance.⁵ Guidance documents such as ISO 15489 and The Sedona Guidelines, make clear that organisations must consider emails when they are executing a records management programme.

Night of the Living Dead⁶: The legal risks/fears of permanent retention

Several years ago, DuPont conducted a study of several major pieces of litigation. DuPont's conclusion was that it had reviewed and produced literally tens of millions of pages of documents that had 'expired' under the then-current records management program, but had never been disposed of.

This amounted to approximately 50% of the documents reviewed in the litigations resulting in some \$12 million in unnecessary costs.⁷

The enormous warehouse pictured in the last scene of Raiders of the Lost Ark does not come close to the vision of how many emails may be stored – purposely or inadvertently – by modern corporate systems, or how frighteningly powerful the contents may be if unleashed.

The Main Feature: Will E-Mail Archiving Make It On The 'Big Screen?'

Field of Dreams⁸: E-mail archiving - If you build it, will they come?

In the movie Field of Dreams, a voice speaking in the wind drives Ray Kinsella to build an elaborate baseball field on his farm. It all ends happily ever after when the voice helps Ray find reconciliation.

Today, many a corporate IT manager is considering implementation of an email archiving solution because of hearing vendors' voices in the wind promising reconciliation of e-mail retention compliance and litigation needs.

Like Ray Kinsella, companies need to explore their culture, their history, and how they got where they are today in order to ask about e-mail archiving: "What's in it for me?"⁹ In practical terms, companies need to assess:

- Current e-mail platforms in use;
- Current e-mail use and storage patterns across the organisation;
- Survey of e-mail users regarding retention practices;
- Review of corporate policies regarding email usage and retention;
- Review of future IT plans regarding email platforms (hardware and software)
- Review of current disaster recover programmes affecting email applications;
- Review of legal hold provisions and practices related to email;
- Review of any existing or planned integration of universal messaging with email;
- Review of instant messaging use and practices;
- Review of regulatory exposure (historic and projected) in terms of email content;
- Review of litigation exposure (historic and projected) in terms of email content;
- Review of investigation and litigation demands (production) and impact on operations.

The information compiled in response to these inquiries and assessment will help inform the company's decision-making process. The answers will weigh significantly into the return on investment (ROI) criteria that will be critical to corporate decision making.

Apollo 13¹⁰: Making it work

Apollo 13 NASA engineers were faced with building a carbon monoxide scrubber under duress -- literally fitting a square peg (really a square lithium hydroxide canister) into a round hole, the round openings of the lunar module environmental system.

Email issues may not be rocket science, but they are sufficiently complex to require a programmatic approach in practically any organisation. We recommend that organisations consider a four-handed approach assessing how to make email archiving work.

1. The Cast: A project team. Just like broader records and information management initiatives, the best chance of success here will come from employing an interdisciplinary team including, at a minimum, legal, information technology and records management, perhaps even an independent consultant.

2. Market Research: An assessment plan. Get the team to whiteboard how to go about assessing the organisation's needs, and evaluate the organisation's needs based on its culture, its important assets and risk profile.

3. The Script: A comprehensive Request for Proposal (RFP). An important job of the project team is to develop an RFP for prospective vendors to communicate clear, complete priorities and requirements of the organisation and to direct the vendors' preparation, delivery and

LIGHTS, CAMERA, EMAIL: Continued from page 15

organisation of responses.

4. Coming Attractions: An implementation plan. The project team must develop a plan for implementing the chosen archiving technology. The selected vendor will need to be involved in development of the implementation plan. Some key elements of the implementation plan are: clear lines of responsibility, procedural materials, and training.

Yours, Mine and Ours¹¹: Marrying policy with technology

Technology without policy is just a cornfield in Iowa. Technology can only go so far. It can help you save everything. It can assist you with saving nothing. But compliance with legal and regulatory drivers and litigation response requires something in between. And that 'something-in-between' is everything when you are called to defend yourself.

Each organisation needs to examine what policies and procedures work for it and then how those can be married with the available technology to provide the foundation necessary to defend its processes.

How a technology solution is deployed can be as important as what is deployed.

As Good as It Gets¹²: Conclusion

The stage is set. Email data continues to flood company servers. This perfect storm shows no signs of letting up any time soon. Just like the movie studios all scramble to find the next Oscar-winner, organisations are looking for best-of-breed email archiving solutions to fit their unique retention and business requirements.

For email archiving solutions, these awards include:

Best Screenplay: The ideal will be based upon a solid set of defined rules that form a complex expert system used to manage email messages and their attachments as records in a structured data environment.

The screenplay will form the foundation of global rules for all enterprise users and will allow for unique configurations for unique retention situations.


Best Director: The director of this email archiving masterpiece will operate with machine-like precision. Each message will be automatically categorised or according to message content and/or context.

Storing the data in such a structured manner will make it easy for the director to make the call on how to manage records.

Best Actor/Actress: Actors and actresses give life to motion picture. The lifeblood characteristic of an effective email archiving system is its ability to report and retrieve records based upon user defined searches.

Ideally, the system will employ intelligent search capabilities which will allow users to perform context searches in their quest to get to the heart of a matter.

Best Supporting Actor/Actress: The award is made possible by all the award-winning characteristics listed above.

Although satisfying retention requirements is an important investment, organisations will seek to leverage the knowledge in the archiving system towards productivity. 

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The Authors

Lori Ann Wagner and Jonathan M Redgrave are partners in the US law firm of Redgrave Daley Ragan & Wagner LLP.

Lori practices in Minneapolis, Minnesota, and Jonathan is in the firm's Washington, DC office. Both are members of Sedona Conference Working groups and the editorial board of *E-Discovery Advisor Magazine*.

The authors greatly acknowledge the contributions of Thomas Seymour to this article.

Lori and Jonathan will be speakers, proactive session facilitators, and workshop tutors during the RMAA's 2007 International Convention in Wellington, NZ, in September.



¹ Paper abridged from "Walk the Line: Balance Compliance with Litigation Risk," published in the Compliance Solutions Magazine, see www.complianceadvisor.com/doc/17994, in 2006. This excerpt was prepared by Michael Steemson and the original

authors neither admit nor deny any role in the appropriate use of any Kiwi turn of phrase.

² *The Day After Tomorrow*, starring Dennis Quaid, Jake Gyllenhaal and Emmy Rossum, 20th Century Fox (2004).

³ The Radicati Group, Inc., Palo Alto, California, USA. Web: www.radicati.com/.

⁴ *The Perfect Storm*, starring George Clooney, Mark Wahlberg and Diane Lane. Warner Bros (2000).

⁵ The SEC has set forth specific regulations governing electronic records retention, including a requirement that certain records be retained for at least three years, the first two years "in an accessible place." SEC Rules 17a-3, 17a-4.

⁶ *Night of the Living Dead*, starring Duane L. Jones and Judith O'Dea, directed by George A. Romero. (1968).

⁷ DuPont, General Counsel Roundtable research

⁸ *Field of Dreams*, starring Kevin Costner, Amy Madigan and Gaby Hoffmann. Universal Studios (1989).

⁹ Okay, even for us this was such an obscure reference we thought we'd better lay this one out: Ray Kinsella: I did it all. I listened to the voices, I did what they told me, and not once did I ask what's in it for me. Joe Jackson: What are you saying, Ray? Kinsella: I'm saying 'what's in it for me?'

¹⁰ *Apollo 13*, starring Tom Hanks, Kevin Bacon and Bill Paxton, MCA/Universal Studios (1995).

¹¹ *Yours, Mine & Ours*, starring Dennis Quaid and Rene Russo. Paramount Pictures & MGM (2005).

¹² *As Good as it Gets*, starring Jack Nicholson, Helen Hunt and Greg Kinnear, Sony Pictures (1997).

Achieving Recordkeeping Compliance in Queensland

By Cathy Mahoney

Did your Queensland agency miss the December 2006 deadline for compliance with Information Standard 40: Recordkeeping? In Queensland, by law you are required to meet this compliance requirement by submitting a Strategic Recordkeeping Implementation Plan.

Information Standard 40: Recordkeeping is part of Queensland State Archives' recordkeeping policy framework which is authorised under the Public Records Act 2002.

Queensland public authorities are required to make 'full and accurate records' in accordance with the Act. The primary purpose of Information Standard 40: Recordkeeping is to help public authorities meet their recordkeeping obligations under the Act. The Act and Standard are managed and administered by Queensland State Archives.

A secondary purpose of Information Standard 40: Recordkeeping is to establish recordkeeping best practice as a systematic part of the essential business activities of all public authorities so that records are identified, captured and retained in an accessible and useable format that preserves the evidential integrity of those records for as long as they are required.

The Information Standard was released in 2001. December 2006 was the deadline set for State Government departments and local governments to implement Information Standard 40: Recordkeeping. That is, to demonstrate compliance with each of the seven principles of the Standard. Government-owned corporations and statutory authorities have until December 2007 to achieve compliance with the Standard.

How can Queensland public authorities fully implement Information Standard 40: Recordkeeping?

Information Standard 40: Recordkeeping implementation includes public authorities submitting a Strategic Recordkeeping Implementation Plan to Queensland State Archives, for endorsement by the State Archivist. Before being endorsed, each Strategic Recordkeeping Implementation Plan is evaluated by a panel.

A Strategic Recordkeeping Implementation Plan details strategies, goals and a timetable identifying when the public authority will implement best practice recordkeeping.

Progress to date

By early November, 2006, 96% of Queensland's State Government departments and about 80% of Queensland's mainstream local governments had submitted a Strategic Recordkeeping

Implementation Plan to Queensland State Archives.

Agencies that have become public authorities since Information Standard 40: Recordkeeping was introduced are likely to have an extended compliance deadline.

How can agencies measure their own compliance?

Agencies can assess their own compliance with the seven principles of Information Standard 40: Recordkeeping with a self-assessment checklist and guidelines developed by Queensland State Archives.

The checklist can help agencies identify areas where strategies need to be put in place to achieve compliance. The checklist and guidelines are available on Queensland State Archives' website.

What if a statutory authority or a Government-owned corporation is not able to meet the 2007 deadline?

If a public authority believes it cannot meet the Information Standard 40: Recordkeeping deadline, contact should be made with Queensland State Archives for further advice.

Further information

For further information about Information Standard 40: Recordkeeping, please refer to Queensland State Archives' website (www.archives.qld.gov.au) or contact Queensland State Archives by email, at: info@archives.qld.gov.au. Or by telephoning (07) 3131 7777. 

Compliance Checklist

State and local government public authorities that missed the December 2006 deadline should contact Queensland State Archives.

To assist public authorities in assessing their progress towards compliance with the seven recordkeeping principles of Information Standard 40: Recordkeeping, Queensland State Archives has developed a compliance checklist. This tool can be accessed on Queensland State Archives' website, www.archives.qld.gov.au

The Author

Cathy Mahoney is currently Manager Policy & Research, Queensland State Archives (QSA), Brisbane, where she leads the development and promulgation of the Queensland Government's Recordkeeping Policy Framework; to identify, research and track contemporary and emerging strategic information management and recordkeeping issues and to lead the development of high-level policy options for the management of public records in all formats.

Cathy has 28 years experience in Queensland's public sector, with Queensland Health, the Queensland Institute of Medical Research, the Department of Local Government and Planning, Housing, the former Department of Innovation and Information Economy, Sport and Recreation Queensland, and, since 2002, with QSA.

Cathy has a Bachelor of Business (Professional Economics) and completed a grant-funded research project at Griffith University's School of Economics in 2001. She has also undertaken several Executive Officer roles since 2000, including Executive Officer to the Public Records Review Committee from 2003 to 2005.



WHY RIM EDUCATION & TRAINING MATTERS

IQ talks to ANNE CORNISH, principal of RIM training provider and industry consultancy Records Solutions, about how and why RIMs should be educating themselves and their colleagues in a rapidly changing industry environment.

IQ: Anne, how long have you been in the records management industry?

AC: I have been in the records management industry for 24 years. I started when I was a baby! I've worked with Records Solutions since its inception in 1995.

IQ: Tell us about Records Solutions.

AC: Now in our twelfth year of operation, Records Solutions started out with just myself – I wasn't thinking of employing anyone else back then - working within the industry as a consultant. I always thought you had to be 30 before you could be respected as a consultant but I dabbled a few years earlier and could not imagine what was ahead and how much fun was in store.

Eleven years on, and Records Solutions now offers outsourcing, staff placement, accredited and non accredited training, archival project resources, project management, and of course consultancy. We have over 50 employees across the Australian east coast.

IQ: Do you think that RIMs today recognise the power of their RIM skills to influence the future of their organisations, both negatively and positively?

AC: RIMS are starting to recognise the importance of their roles and their ability to apply these skills across all sections of an organisation.

I still feel there are many who are content, or lack the confidence to move out of the traditional records management box and demonstrate how important and knowledgeable we are in all aspects of records and information management.

It's up to us as

ensure that our employers cannot live without us.

Information is most organisations' priceless asset, and we should be developing and managing this to ensure full utilisation.

IQ: Are records managers sufficiently recognising their own skills and sharing their knowledge and experience with others?

AC: This is an interesting question, and one that is sometimes put in the dinner conversation protocol bucket, like religion, politics and sex: - what not to talk about when with others.

Our skills relating to information fundamentals is second to none, and I'm confident that we as a profession are aware of this and enjoy sharing this knowledge.

I am watching the professionals coming into the industry and seeing a set of additional skills which include marketing and communications and change management.



Employers are looking for IM specialists with the ability to communicate, form relationships, and understand the strategic direction

individuals to show our face and become involved in strategic decisions effecting information across the whole organisation, and not just be sent to shuffle paper or implement ideas from others.

IQ: Does management in both government and business recognise, in the face of today's compliance culture, how important their RIMs are to them?

AC: The RM industry is receiving vast recognition via the guidance and drive of the RMAA, employers prepared to pay for our skill set, and the progression of legislation. But it is really up to us as individuals to move forward and stamp our ground and

I consider these skills essential for us to break loose of the paper shuffler perception.

IQ: In your experience, what records and information management skills are employers looking for today?

AC: Employers are definitely interested in relevant qualifications, but they're also looking for IM specialists with the ability to communicate, form relationships, understand the strategic direction and understand how information will contribute to this. Plus, a dynamic personality, with the right attitude. Sounds like a big ask, but these people do exist!

WHY RIM EDUCATION & TRAINING MATTERS:

Continued from page 19

IQ: What RIM skills are employers valuing most?

AC: The ability to communicate the importance of effective information management to all levels of the organisation, and where possible make it SEXY!

IQ: What are employers most interested in – employees with RIM qualifications, or those with on the job experience?

AC: Right now, many employers are still interested in people with job experience. This is due to the fact that until recent years there were very few opportunities to obtain qualifications in this industry.

This is all changing with the introduction of competency based learning through RTO's and TAFE's, and the new challenges associated with implementing electronic solutions to assist the management of information. Employers are now starting to look at both experience and qualifications.

I think this is a great mix, but I'm unsure if employers will ever fail to look for years of experience and success stories.

IQ: Are there any glaring gaps in the skills set of RIM workers today?

AC: The industry is going through so many technological changes right now, there is an expectation that project management skills come with the territory. This is where we are seeing a gap in skills set. Project management is the missing link.

IQ: We hear from other executives in the job placement industry that there is a shortage of people with recordkeeping skills and experience throughout the country. Is that your also your experience?

AC: Yes. I think this is the case for employers within government and the private sector as well. My goal is to train and mentor new persons into the industry to help build the resource pool within the industry.

IQ: How important is education and training in the RM arena today?

AC: Some years ago I would have said that hands on experience is what counts and that education is just a word. I was wrong. Being more involved in the education side of the industry since Records Solutions became an RTO, I've realised that this type of learning is so beneficial.

Students participating in these programmes relish their tutors' experiences, and become exposed to other ways of doing things. Competency learning certainly teaches the fundamentals by the book, but there is nothing better than listening to students share their own experiences and understand ideas that may influence their business outcomes. This is a great balance of education and experience.

IQ: What, in your opinion, is the minimum qualification that a records manager should possess?

AC: Records Managers - and the term 'manager' can be controversial - should have a minimum of Diploma in Business (Recordkeeping), plus experience with at least two organisations. As all organisations are unique, being able to apply experience and knowledge gained from one organisation to another is an important aspect of a good manager.

IQ: What is your opinion of the scope and quality of records management training in Australia today, from both educational institutions and private providers?

AC: In recent years there has definitely been an increase in availability of training services, be it tertiary course through the higher education sector; competency based training from RTO's or TAFE; or training workshops/seminars from consultancy companies, from state or national recordkeeping agencies, and the RMAA.

The RMAA has recognised the need for the ongoing professional development of the profession and this is supported through their course recognition programme.

The introduction of the recordkeeping competency standards has also provided a framework for developing training services and in essence a career progression. Access to training services can still be quite limiting and there is still scope to improve availability but this is definitely being addressed now more than it was perhaps five years ago.

IQ: What, to your mind, is the best records management educational course in the country?

AC: This is a hard question, as I'm biased. But, as I mentioned before, the combination of a structured curriculum along with hands-on experience and the ability to network and learn from others is what I consider to be the best combination.

IQ: How can educational institutions be encouraged to improve the RM courses they currently provide?

AC: As with everything these days, educational institutions need to ensure they have procedures in place to ensure continual improvement.

By listening to the needs of their students and the recruitment and training needs of employers, being aware of the trends in the industry, and working in association with the RMAA and its members, institutions should be able to adapt training programs that meet the requirements of the industry.

An example of this is the current review of the Business Services Training Package including the recordkeeping qualifications. There has been opportunity for input into this review from training providers.

Furthermore, RIMs need to become proactive in recognising our profession and the benefits of self development through the completion of professional qualifications.

IQ: Is there room for more RM RTO's around Australia and New Zealand?

AC: Of course. My company offers nationally accredited training as well as industry workshops. We are a Registered Training Organisation (RTO), registered in accordance with the Australian Quality Training Framework (AQTF).

We offer flexible and comprehensive accredited education and provide individual assessment in accordance with current competency standards. Our scope of registration for the Recordkeeping qualifications are at the Australian Qualifications levels of Certificate III in Business (Recordkeeping) through to the Advanced Diploma qualification level.

Enrolments are accepted for these programmes on a continual basis, enabling students to enroll at any time. The Certificate III and IV in Business Recordkeeping are conducted via a supported distance-learning basis, with the support of scheduled telephone tutorials for the core recordkeeping units.

We give further support to the RM industry through our industry training workshops which assist with the ongoing development and knowledge-building of staff. These workshops include an Introduction to RM, capturing and classifying records, retention and disposal schedules, designing & developing a thesaurus, Best Practice with ISO 15489 and an introduction to DIRS/DIRKS Steps A, B & C, functions and requirements of an EDRMS, and how to implement an EDRMS.

These workshops are provided interactively in a conference room environment, with a Certificate of completion awarded at the end of the course.

IQ: What developments would you like to see in the field of records management education and training?

AC: I believe RIM practitioners and industry employees need to become proactive and recognise the need for ongoing professional development. The RMAA is leading by example with their Continuing Professional Development (CPD) scheme, which encourages members to maintain and update existing skills and knowledge of the industry.

IQ: Are there any RM education and training initiatives overseas that you feel could be introduced here?

AC: In Australia, records management has come a long way in recent years and I believe we are up there with the best. We would not be where we are today if our training and education had not evolved to provide the ongoing professional development opportunities to our practitioners.

I believe we need to ensure our educational programmes are current and reflect what is happening in the industry here in Australia. For example, the national recordkeeping competencies standards are currently under review and this has given the industry an opportunity to review the requirements and relevance of the existing standards to ensure it reflects what is happening in our industry today and into the foreseeable future.

IQ: RIMs in smaller organisations or outside the major cities

complain that they cannot get RM training where they are. In this issue of IQ we feature a story of how local councils in the Hunter Valley got together with TAFE to develop a RM qualifications program for their employees. Is this a model that could be applied in other sectors in other parts of Australia and New Zealand?

AC: Competency base qualifications support the industry. A RM program developed for a local council using the Australian recordkeeping competency standards should be applicable to other sectors in all of Australia. A key component of competency base learning is transferability, whereby skills gained through learning can be applied in any organisation.

I'm very much aware of the need to provide training to regional Australia and this is one of the reasons why my company has developed our accredited training programmes as a flexible delivery, distance education course.

We believe the support of telephone tutorials provides students from across Australia with a forum to discuss their experience and learn from others within the industry.

Fortunately for our profession, there are a number of providers who offer distance learning be it the Vocational Education and Training (VET) sector or higher education.

IQ: Thank you, Anne. 

All About Anne

Anne Cornish, MRMA, the owner and Principal Consultant of Records Solutions, has worked in the records and information management industry in the state and local government sectors and private enterprise.

Anne was a part time lecturer in Records Management Principles and Operations at Victoria's Swinburne University, TAFE Division, and she is currently a sessional lecturer in the delivery of Certificate III & IV courses in Business (Recordkeeping).

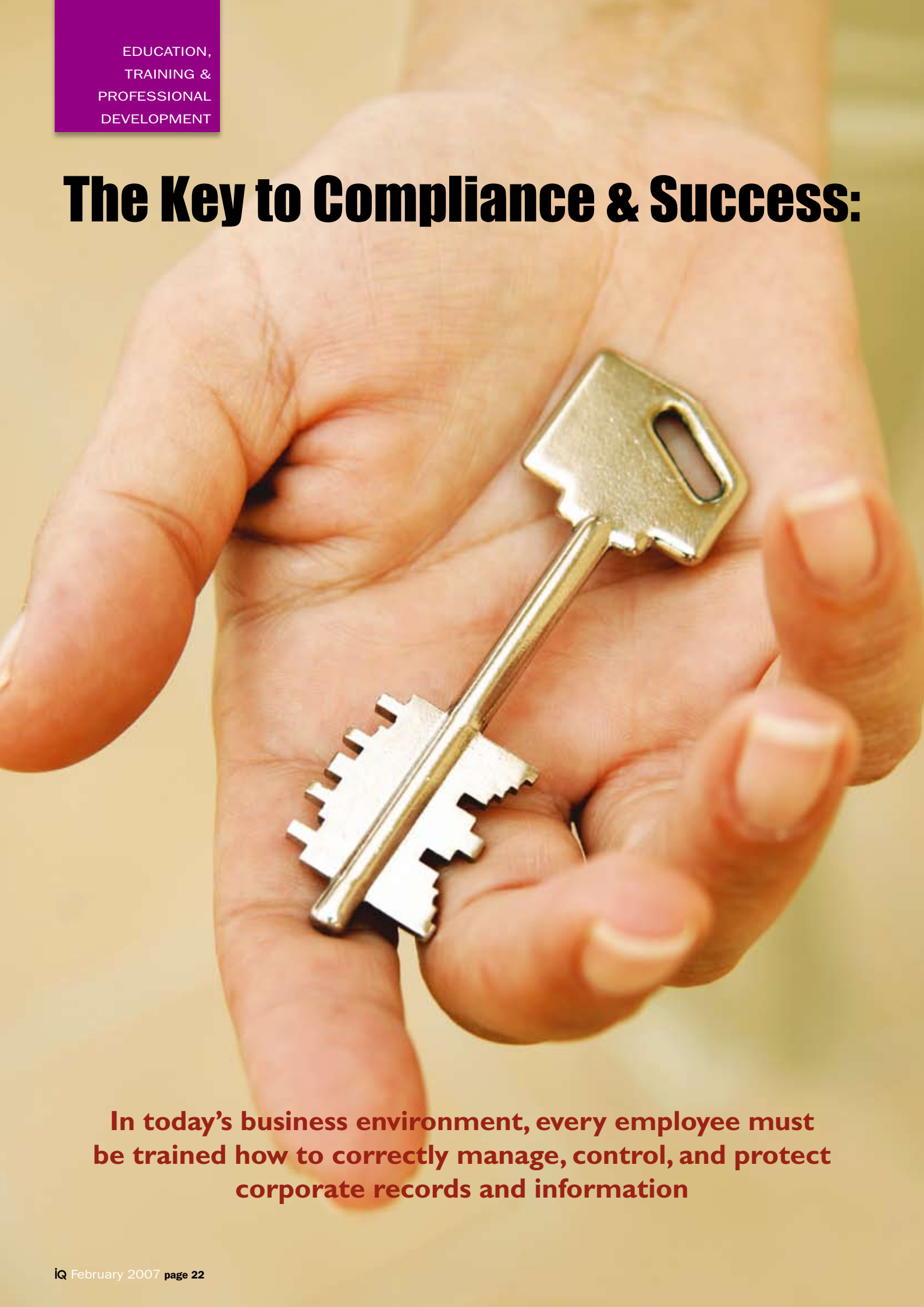
Not only does Anne deliver training through Records Solutions. She herself is fully trained in many Electronic Document & Records Management Systems, including RecFind, TRIM, FileNET, Genasys, Open Office and Hummingbird.

With extensive experience in EDRMS implementation, Anne's work has focused on the capture of all electronic documents and records as corporate memory, regardless of the format or point of origin.

Anne also has experience in the management of IT/help-desk teams and developing and managing the relationships between records management and IT professionals. She also has had extensive experience in the change management aspects of system implementations, and is frequently called in when organisations wish to improve the image and culture surrounding records and information management.

Anne is actively involved in the industry as a representative on the Records Management Association of Australasia, and was selected by her peers to represent Australia in the development of ISO46/ SC11 International Standard on Records Management (now known as ISO 15489).

The Key to Compliance & Success:



In today's business environment, every employee must be trained how to correctly manage, control, and protect corporate records and information

Enterprise-wide Records Training

By Nikki Swartz

Records and information management (RIM) has never been more critical to organisations than it is today. It matters not what industry businesses are in, what customers they serve, whether they are public or private, or whether they have 10 employees or 10,000.

In today's high-tech, high-stakes business environment, information and its management plays a central role in an organization's success – or can be the cause of its downfall.

Today, all employees must become, in effect, records managers, or they must at least be trained in the basics of organising, managing, and preserving their company's valuable information assets. They all have a stake in making sure records are efficiently and effectively managed so that their organisation's administrative, legal, audit, regulatory, customer, and competitive interests are served.

With the massive amount of information created on a daily basis by each employee, the growth in the volume of data in electronic formats, and legal and regulatory requirements, including (in the US) the Sarbanes-Oxley Act (SOX), managing corporate information has become serious business – with serious consequences for not doing it right.

Exabytes of (Mostly Electronic) Information

With more information being created today than ever before, managing it is no easy task.

According to research by University of California-Berkeley professors Peter Lyman and Hal Varian, 800 megabytes of new information is created every year for every person on the planet, with the majority of it stored digitally. That's roughly equivalent to a stack of books 10 metres high.

Not only is there more information, but it is also increasingly electronic. According to a *CIO Insight* report "May 2006 Information Management Survey: CIOs Struggle to Generate Full Value from Their Information," email contributes at least 500 times more data each year than the amount generated by new Web pages.

According to IDC, the volume of email messages sent annually by business worldwide is more than one exabyte – this is equivalent to all the information that would be contained in 74,000 libraries the size of the US Library of Congress' book collection.

"In fact, 93% of all of the information that a business generates

today is generated in electronic format – email, word processing documents, information on databases," says Ken Withers, managing director of The Sedona Conference and former senior education attorney at the Federal Judicial Center in Washington, DC.

Employees have been directly affected by the sea change.

Instead of or in addition to file cabinets or shelving systems located in one room or on one floor, employees now have their own desktop computer as well as electronic devices and formats that make it fast and easy to create, alter, access, and share email, databases, word processing documents, and spreadsheets.

This means that maintaining and preserving a complete, accurate, and reliable record is much more difficult. Electronic records are more easily altered than paper records and are extremely portable – file cabinets worth of

information can accompany an employee anywhere he or she goes via a laptop, memory stick, or personal data assistant.

At the Core

This Article:

- Emphasises the increased role records management plays in today's business world
- Articulates the expanded role of employees in executing RIM procedures
- Outlines the need to train all employees in RIM processes

The Email Achilles Heel

The American Bar Association Digital Evidence Project and the *National Law Journal* estimate that more than 30 billion emails are sent every day, with 2.7 trillion expected to be sent by 2007. The widespread use of email in the workplace – for both business and personal reasons – poses several challenges and risks for all organisations.

Managing email and not being able to produce email records requested by courts and regulators can and is costing big companies big bucks – Bank of America and Morgan Stanley were recently given million-dollar fines for not being able to produce email evidence.

According to research firms, email is now the most-frequently requested type of business record by courts and regulators. *Corporate Counsel* says 50% to 100% of all evidence is email today. Yet that same study noted that 59% of companies do not have email retention policies.

Research firms have found that only about 50% of all large companies have some kind of email archiving system in place. With that in mind, more than half of all organisations should be worried about their ability to produce email in the event of litigation.

Organisations typically have, at most, only a few days to produce specific electronic records for regulators or prosecutors. If an IT department cannot find the records or take too long to do so,

THE KEY TO COMPLIANCE & SUCCESS:

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courts are usually not forgiving.

In a 2005 US trial against Morgan Stanley in which it failed to produce hundreds of company emails as required by a lawsuit, the judge told the jury to assume bad faith on the part of the investment firm for mishandling an email discovery request. The judge ruled for the prosecution and ordered Morgan Stanley to pay US\$1.6 billion.

According to *Corporate Counsel*, a typical Fortune 500 company is dealing with about 125 ongoing legal matters at any given time, with at least 75% requiring e-discovery. What should be most frightening for companies is this figure from *Corporate Counsel*: 62% of surveyed companies doubted they could show their e-records are accurate and reliable.

While it's important for a company to implement an effective email use and retention policy, it is equally important for that company to communicate its policy to employees as well as to properly train them to handle legal issues that may arise.

Who's Afraid of Legal Holds?

Organisations that do not properly manage their email may be in trouble if litigation is probable. Legal, or litigation, holds require a company to retain all evidence, including electronic, when it is the subject of pending or potential litigation or investigation.

On a normal, day-to-day basis, organisations focus on records retention. During legal preservation and discovery, however, they must focus on records preservation.

Legal preservation requires the organisation to stop disposing of anything that it or the other side might need – including records and non-records – even if they have reached the end of their retention period and could normally be destroyed according to policy. And that information must be retained for as long as the legal hold exists, while ensuring that evidence is not altered in any way once subject to preservation.

Discovery – the process of finding, preserving, and producing information – can help an organisation's defense in a dispute or lawsuit. However, according to the 2005 Cohasset Associates Electronic Records Management Survey, only 57 % of the organisations polled have a formal plan to respond to discovery requests for records, and 53% reported that electronic records are not included in their organization's records holds.

Organisations that fail when it comes to legal preservation and discovery can face serious consequences, including:

- Lost court cases
- Fines and penalties
- Court sanctions
- Exorbitant expenses for finding and retrieving information
- Criminal charges
- Damage to reputation or brand

Employees play a large role in the discovery process. "Organisations can't prepare for discovery unless they have the assistance of employees," says Ronald J. Hedges, U.S. magistrate judge, US District Court for the District of New Jersey.

According to Theodore L. Banks, Kraft Foods Global Inc.'s associate general counsel/chief counsel, global compliance,

"Employees have a big responsibility in helping the legal staff prepare the company for discovery by being able to explain where documents are kept, how they are created, and what they mean."

Better SOX than Sorry

Another factor driving the need for enterprise-wide RIM training is, of course, recent federal regulations and compliance efforts.

According to *CIO Insight*, US regulations such the Health Insurance Portability and Accountability Act (HIPAA) and the Financial Services Modernisation Act (also known as Gramm-Leach-Bliley) require strict privacy protocols for medical and consumer-banking records, while SOX mandates an audit trail for critical accounting activities and requires procedures that limit the ability of employees to access and alter internal corporate records.

In addition, 'Companies that have government contracts must meet numerous post-September 11 security demands, ranging from keeping data from getting into the hands of potential terrorists, to providing the government with information about international communications and reporting suspected illegal activities, such as money laundering.

'Meanwhile, businesses facing even minor litigation are frequently subpoenaed for information about obscure email trails to satisfy discovery requirements,' *CIO Insight* reports.

Experts point out a direct connection between RIM and compliance. "Records management is the way that a company documents and is able to prove that it is in fact complying with underlying statutes and legal requirements," says Andrew Cohen, senior counsel and director, EMC Corp.

Jay Cohen, global compliance leader for Dun and Bradstreet (D&B), says regulators' and prosecutors' expectations about RIM are much greater today than ever. "Regulators expect that companies are able to generate, at a moment's notice, information about particular individuals or about particular transactions that may have taken place months, if not years, in the past," he says.

Companies that cannot generate this information most likely have not managed or controlled their records properly.

Enterprise-wide Training Is Key

According to experts – and the headlines – managing records and information is a skill that seems to elude many businesses today. *CIO Insight's* May 2006 Information Management Survey reveals that only one in three companies has an effective information governance process.

'Information governance involves establishing rules and decision-making rights for the creation, collection, analysis, and use of information ... But many companies lack an information governance process, especially for external data, and often the processes they do have aren't effective,' *CIO Insight* reports.

CIO Insight found that just 52% of those surveyed said their company has an information governance process. At companies that do not have a highly effective information governance process, 72% and 79%, respectively, say the quality of their internal and external unstructured data is fair or poor.

For all companies, training each and every employee on the fine art of governing organisational information should be a top priority. And learning basic RIM concepts should be an important part of all employees' jobs – from senior executives to entry-level

staff members.

Hedges says, “Organisations work through individuals, so up and down the reporting chain of an organisation, whether that organisation is a public or private one, the individual employee has a central responsibility for the management of information, the retention of the information, or the production of the information.”

Companies should consider employee training part of their overall corporate governance and compliance efforts, experts say. Training should be enterprise-wide, desktop-level in focus, and supported by senior management.

However, this type of training isn’t like other RIM training that a RIM department might provide – it is organisation-wide training that stresses the importance of desktop-level information management and each employee’s responsibility for daily duties – records retention, as well as other situations such as legal holds, records preservation, and discovery situations.

For example, employees must realise that it is very easy to alter digital information when dealing with files they have on their desktop computer or mobile devices. Simply moving a file from one folder to another or forwarding an email message may change the information in a way that violates preservation requirements.

In addition, moving information to personal computers or handheld devices, using personal passwords or encryption, and other actions may make information unavailable and violate preservation requirements.

“The two most common mistakes that employees make with regard to information management are first, on the one hand, they think it’s somebody else’s responsibility. They don’t believe that it’s their responsibility every day to manage the information they generate on behalf of the organisation,” says Jay Cohen.

“The second mistake is that they wait to do the job right until it’s too late. They wait until someone brings it to their attention, either from some internal source or because of an external request for information either as the result of a lawsuit, a government investigation, an inquiry, or some other matter.

“By then it’s too late because the information that they needed to have managed properly may be lost, they may not have retained the information, they may not have generated or stored it in the right way.”

Consistency across the organisation depends on all employees understanding and complying with their organization’s RIM policies as they create and manage information in their day-to-day activities.

So what should enterprise-wide, desktop-level training include, and what does every employee need to know? Consider these beginning talking points.

1. What constitutes a record?

In general, a record can be any material that is generated, distributed, or maintained in the performance of an employee’s duties. However, each organisation must determine what information constitutes a record for itself and what information does not, and it must communicate the difference to its employees.

Records typically include evidence of business transactions or dealings, support for the decision-making process, documentation of an organisation’s activities or finances, or documentation of its history.

Many employees mistakenly view a record as something official-looking that exists only in paper form when, in fact,

records come in many different forms, says Jay Cohen. For example, emails, websites, instant messages, videos, and word processing documents can all be records.

2. Why is proper information management important?

Proper information management and records retention is critical for business, legal, audit, financial, and regulatory reasons. It is important because organisations and their employees can face serious legal and financial consequences for mismanaging information.

But good information management practices will do far more than just keep an organisation out of regulatory or legal trouble. Good governance, in fact, is key to creating a more profitable and valuable company.

According to *CIO Insight*: ‘Across the board, companies with an information governance process are more effective at collecting and processing information, providing higher-quality data, and getting more value from their information – often by large percentages.’

The International Finance Corp, (IFC), which finances and advises private sector ventures, says well-governed companies also draw large investment premiums, have access to cheaper debt, have lower borrowing costs, and outperform their competitors.

Consider the following evidence.

- Well-governed firms in Korea traded at a premium of 160% to poorly governed firms, according to a study by Korean and US researchers.
- An ABN/AMRO study showed that Brazil-based firms with the best corporate governance ratings garnered 2004 Price/Earnings ratios that were 20% higher than firms with the worst governance ratings.
- A study of Russian firms showed that a worst-to-best improvement in corporate governance predicted a 700-fold (70,000%) increase in firm value.
- A Deutsche Bank study of Standard & Poor 500 firms showed that companies with strong or improving corporate governance outperformed those with poor or deteriorating governance practices by about 19% over a 2-year period.
- In the 2002 McKinsey Global Investor Opinion survey, institutional investors said they would pay premiums (of 22% to 30%) to own well-governed companies.
- A Harvard/Wharton study found that US-based firms with better governance had faster sales growth and were more profitable than their peers.

According to Richard Siegel, managing director of Navigant Consulting, premiums associated with good governance range between 14% and 18% in the United States.

3. What are the company’s guidelines, policies, and procedures for managing information and records? And what is the employee’s role?

Poor RIM practices may make it impossible for a company to make critical business decisions and could subject it and its employees to civil and/or criminal penalties. Therefore, it is critical that companies create, outline, and communicate to employees clear, comprehensive RIM policies, procedures, and responsibilities.

“A company can’t really have good governance, corporate

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compliance, or accountability if employees really don't know what they're supposed to do – what they're supposed to do with their jobs and what they're supposed to do with the business records that they create on the job," says Banks.

Most important, organisations must stress employees' responsibilities and importance to the organisation when it comes to RIM. For example, employees are the only ones who can explain where documents are kept, how they are created, and what they mean. This is especially important to the organisation's legal staff in the event of legal issues or discovery requests.

"Organisations have to make it clear to employees at all levels of the organisation that part of what they do every day is the management of the information that they generate or come across," says Jay Cohen. "If employees appreciate how important it is to them personally and to the organisation from a business, legal, and compliance perspective, it will be a lot easier to get them on board with the information management compliance programme."

4. Employees should use good judgment before and while creating and deleting information, especially e-mails.

All employees should be familiar with the company's retention schedule and must be required to adhere to it. They must be able to clearly identify and/or label confidential or privileged information to protect themselves as well as the company.

Organisations should encourage employees to report suspected RIM violations, ask questions, or otherwise express concerns about information management issues that may arise.

"Employees are the front line of records management; they're the ones that are dealing with the records on a daily basis," states Carolyn Toner, Time Warner Cable corporate records manager. "They understand the business better than anybody. We can help them and advise them, but we cannot decide what is or is not a record for them."

If they have been trained well by their managers, all employees should be able to do just that.

Employee Risks & Responsibility

As important as it is to an organisation, many organisations have struggled to take control of their information – a misstep that can and has, in many cases, resulted in steep fines, lost court cases, damage to their reputation, or worse.

While business, legal, and technology issues have made RIM more challenging than ever before, no organisation can afford to overlook the importance of properly governing its information. And to do that, it must enlist every one of its employees.

"Why should an employee care? Because sometimes it means their job. It means the life or death of the company," says Lee Voight, vice president of information technology at Takeda Pharmaceuticals North America Inc.

"An extreme case, obviously, is Arthur Andersen. Look at the part that inappropriate records management played in the demise of a very, very great old firm. But it happens. It's everybody's job to make sure we're doing it correctly."

The RIM responsibility is too big to rest only on the organisation's – or even senior management's – shoulders. Ultimately, it is the rank-and-file employee who is creating, using, managing, and preserving corporate information on a daily basis.

While organisations certainly must train rank-and-file employees in RIM, it is largely employees' responsibility to properly manage records and information – and the job should not be taken lightly.

"I think for many employees, the belief is that rules or policies relating to records management are sort of a bureaucratic waste of time, but the content of the information is so important and strategic to a company and the risks and costs of mismanaging the information are so high that it is really an important thing for all employees to understand and to follow those company policies," EMC's Andrew Cohen says.


This is important because organisations aren't the only ones at risk – in recent years, laws, courts, and regulators have made it clear that individual employees can be prosecuted for information mismanagement, too.

For example, SOX specifies that individuals can face serious consequences for information management failures. According to Section 802 of the law: 'Whoever knowingly alters, destroys, mutilates, conceals, covers up, falsifies, or makes a false entry in any record, document, or tangible object ... shall be fined under this title, imprisoned not more than 20 years, or both.'

The US Department of Justice makes it even clearer: 'Charging a corporation, however, does not mean that individual directors, officers, employees, or shareholders should not also be charged.'

Courts have not hesitated in trying and punishing individuals for information failures. For example, in the 2004 United States v. Philip Morris USA, Inc. the court found that 11 Philip Morris employees ignored the company's legal hold procedures and the court's orders regarding e-discovery retention and ordered a \$250,000 sanction against each guilty employee – a total fine of \$2.75 million.

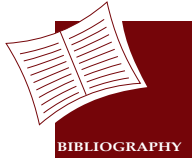
This is scary for employees, who risk termination, large fines, and even jail time for mismanaging information. Companies can buy archiving systems and implement the most effective and clear RIM and records retention programme, but actually taking care of corporate information and records is ultimately up to the rank-and-file employee.

It's up to all employees to practice good RIM procedures every day – to safeguard their laptops full of corporate information, to keep emails they should, and not delete emails they shouldn't. However, unless they receive the training to recognise the importance of and how to execute these RIM procedures, the consequences can be costly. 

The Author

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THE HUNTER MODEL:

How 7 Hunter Valley Councils & TAFE NSW Combined to Create a Successful RM Training Package

By **Matt Ryan**, and **Peter A Smith**, FRMA

How do you convince your local TAFE to provide competency-based RM qualifications for your staff? Follow the example of the local councils of the Hunter Valley, who have worked together to bring their staff to the forefront of the recordkeeping industry through the completion of a newly-developed flexibly-delivered training package from TAFE NSW Hunter Institute.

We live in an information driven world where the amount of information is growing exponentially each year. Storing, managing and accessing this information is essential to the survival and prosperity of businesses and organisations.

The Hunter Councils Ltd Records Management Group was formed in the mid to late 1990's with a keen focus on the discussion of the many issues facing councils in relation to the changing Records Management Industry.

The group meets on a quarterly basis to address these issues, to discuss new trends & to provide members with a networking forum. One of the key issues identified by the group over the years has been the requirement of all NSW Public Office's, under the State Records Act 1998, to be staffed by suitably skilled & qualified Records Management staff.

However, it can be quite difficult for Councils in the Hunter Region to attract qualified & skilled staff. One of the major reasons behind this is that there are no on-campus records management specialised TAFE NSW courses available to prospective students in the Hunter region.

After an initial approach was made, TAFE NSW Hunter Institute addressed the group's needs by offering a proposal for a programme based on recognition of prior learning, competency based assessment of modules & gap training of modules that were identified as requiring further education & training.

The Course

Both Certificate III & IV Business (Recordkeeping) were made up of twelve modules, both core & elective.

The Certificate III consisted of four core recordkeeping modules including Records Capture & Control, Disposal Program, Information & Records Retrieval & Maintain Business Records along with a selection of general administration modules such as Produce Business Documents, Organise Personal Work Priorities & Implement & Monitor OH&S procedures. The Cert III is particularly suited to Records Clerks, Officers, Assistants, etc.

The Certificate IV consisted of six recordkeeping modules including Recordkeeping Law, Review the Status of a Record, Provide Information from & about Records, Maintain Records Online, Ethical Procedures in Recordkeeping, and Design a Recordkeeping System.

There was also a selection of general administration modules such as Analyse & Present Research Information & Implementing Customer Service Strategies. The Certificate IV is particularly suited to Records & Information Managers, Coordinators & Supervisors.

Both of the courses are graded using the competency based modular assessment. Participants are given the opportunity to apply for Recognition of Prior Learning (RPL) on the basis of relevant life & work experience & previous areas of study.

Otherwise, participants gather evidence from the workplace to satisfy the learning outcomes of individual modules. The quantity & quality of evidence provided determines the grading of the

participant – Distinction, Credit, Pass, etc.

The completion of this process identifies any training or knowledge gaps, and in these areas traditional face-to-face instruction is conducted by TAFE.

An assessment of each participant is then completed by the panel consisting of TAFE assessors suitably qualified in their area of expertise, reaching a decision on the participants grade.

To quote one participant at last years course graduation, “After initial hesitation in taking part in the course, I now have a feeling of achievement after completing it.

“After a lot of years doing this type of work, there were never any formal courses offered before to extend my knowledge and skill base, especially a course that is sponsored by the workplace. I now feel quite competent & proud to actually have a certificate to



Celebrating success, the most recent Hunter Valley awardees of TAFE NSW recordkeeping certificates

Photograph courtesy Maitland Mercury

The Results

In 2005, seventeen participants across seven Hunter Councils diligently studied towards and completed their respective courses. At a graduation ceremony held to recognise their achievements, the participants were awarded their certificates, which were presented by Paul Callaghan, Faculty Director of the Business and Computing Faculty of TAFE NSW Hunter Institute.

In 2006, there are twenty-one course participants, again across several councils, enrolled in the course.

There is a major benefit obtained from the programme for both the individual participant and their council. For the participant, the qualification is a recognition of the on-the-job experience & skills acquired over the sometimes many years of service to Council in their respective jobs.

show my qualifications”.

The key objectives of an organisation’s Records Management team should be to ensure the management of information resources to provide timely and comprehensive information to meet operational business needs, accountability requirements and community expectations.

For the council, the benefit of having competent, qualified and skilled staff in the workplace shows not only a high level of compliance by the Council in terms of the Act but also provides other positive flow on effects.

Increased employee motivation, professionalism and commitment to the job can help in not only achieving the above objectives of the RM team but can form the basis to fulfill the overall strategic corporate objectives of the organisation.

THE HUNTER MODEL: Continued from page 29

The Future?

The success of the programme developed by TAFE, NSW Hunter Institute, Faculty of Business and Computing, to address the needs as identified by the Hunter Councils Ltd. Records Management Group, is a testimony to the need for such a programme and a beginning to hopefully a broader application of the programme in the future.

‘Competency Standards cover all aspects of work performance. These include the particular skills and knowledge required to do the job and all necessary safety, communication and attitudinal aspects of undertaking the job.

‘They identify the characteristics possessed by individuals that enable them to be either assessed or judged competent in a particular task. The Standards specify how these characteristics are to be applied and reflected in the workplace’.¹

In the past, the management of the recordkeeping process has not been well recognised professionally or as a high profile area of education, and sadly has been the poor relation to the more popular Information Technology and Computing.

Perhaps this attitude is linked to the notion that after all recordkeeping is really only ‘common sense’! A common sense, however, that on closer examination can be observed to be remarkably uncommon.

It has become apparent over time that the principles and practice of managing records and information do indeed need to be identified and clearly documented in a manner which will allow an ease of teaching and subsequent learning.

The one thing that NO business can survive without is good records management and it behoves us all to raise the profile and standards and bring recognition to it’s importance.

TAFE NSW, Hunter Institute’s initiative in providing the opportunity for people who are working in RM to avail themselves of a competency based qualification in Certificate 111 and Certificate 1V, and perhaps at a later date the Diploma in Business (Record Keeping), will open the door for a number of people within organisations who do not have the opportunity to attend classes face to face at college.

There is an unknown and untapped number of people working in the records management profession who have years of experience but who for various reasons do not have the opportunity to attend college in order to attain formal education.

Competency-based training and assessment can and will provide the opportunity for those people to gain a qualification based on their knowledge and experience, which in many cases, has been gained over long periods of time working with records and information.

The proviso is that potential students are able to provide the required documentation and authentication that their duties equate to the course modules and outcomes and to the strict standards of the course.

Such being the case, the opportunities to gain a qualification are significantly widened. There is also the opportunity for ‘gap training’ for those who need it.


Whilst the opportunity to gain a recordkeeping qualification based on competence that equates to course material was introduced as late as 2005, there has for some time been a strong interest in this

method of education and recognition.

So, what is the potential for the future of competency-based education? Perhaps the goal to be set could be the expansion of this form of education to the many people working in this area to whom such an opportunity has not previously been offered.

The opportunities to introduce competency-based education into government agencies and the broader world of commerce are surely endless. The expansion of the programme to other Australian states and perhaps even to extend to international interest is not out of the question.

The Hunter Institute of TAFE NSW Business and Computing Faculty, is to be congratulated for showing the initiative to provide this form of education, and the promotion of the programme would seem to be an admirable goal.

A quote from Forrest Carters’ The Education of Little Tree is worth repeating: ‘Grandma said when you come on something good, first thing to do is share it with whoever you can find, that way, the goodness spreads out where no telling it will go.’ Which is right. 

The Author

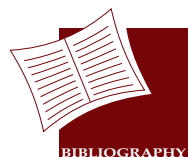
Matt Ryan has worked in the records management Industry for over 13 years, and currently works for Maitland City Council. He is a member of the Records Management Association of Australasia and the Hunter Councils Ltd Records Management Group. Matt is studying towards a Bachelor of Business at the University of Newcastle and has completed Cert IV in Business (Recordkeeping).



Peter A Smith, Dip Teach, Life FRMA is now retired but is still working with TAFE NSW Hunter Institute facilitating Recordkeeping competency-based training and assessment. He is also teaching recordkeeping modules in the Library Technician course. Peter is a Past President of the International Records Management Council, and Past Federal President RMAA. He has held most executive positions both at Federal and State (NSW) level.



He is a recipient of the J Eddis Linton Award, 2000, and also a recipient of the International Emmett Leahy Award which is awarded by the Institute of Certified Records Managers, ‘For his outstanding contributions to the Information and Records Management profession.’ To date he is the only person outside North America to be awarded this honour.



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How do we Educate the Next Generation of Records Managers?

By Kieran O'Hara

A 22-year-old male RIM was attracting attention from females who thought that, as a records manager, he was in the music business. How, he ponders, can we make RIM sexy, and steer the next generation of young RIMs into professional RM training?

Education in Australia is constantly facing criticism, but at the very least it is receiving some media attention. Records management on the other hand, is not even known of - let alone comprehended.

I began to wonder, could RM really be that unattractive and that boring?

I recently attended the 2006 Telstra Business Awards and couldn't help but notice that many young ladies were approaching me. "Is it my smile, my eyes, or my freakishly masculine body?" I wondered.

Sadly, none of these things. They thought the logo 'Grace Records Management' printed on my business shirt was a recording studio for upcoming musicians. I admit that I did not deny this at first, for obvious reasons.

I am 22 years old, and as with the vast majority of this industry I accidentally fell into records management. I have found that I love it and have a real passion for it.

However, when I choose to share this passion with friends and family they seldom grasp the concept. I am faced with blank looks and glazed eyes, for they have never heard of it, they have never thought of it, and most likely won't consider my discussion again. In one ear out the other, as some may say.

Do Records Managers live by a cruel theory of 'The things that come to those who wait are simply the things left by those who got there first.?'

To my mind, learning about our industry and feeding the minds of would-be records managers must start from an early adolescent stage. Why should we all just fall into our careers?

Why can't records management have the same desirability as Medicine or Psychology?. I have been offered the opportunity to market this proposition to the NSW branch of the RMAA, and I look forward to the challenge and the feedback that may come from this.

So what does our industry need to make it appealing? I think the answer is two-fold. There is no doubt in my mind that RM can



Kieran O'Hara, New South Wales Sales Executive and Project Manager with Grace Records Management in Sydney

and will make an impact on the Australian youth and the professional development of their careers.

But the RM industry must prepare to be blunt enough to point out its benefits, features and opportunities that make others want to have a piece of the RM pie..

Money is definitely a key driver when choosing a profession for the youth of today, so why can't we create a picture that RM is the

industry that gets you that big pay packet?

Is it so hard to fathom that an industry with little to no interest in job seekers will almost certainly create a employee's market when it comes to the dollar value of your skills?.

Besides monetary gain from our industry, there is much respect and integrity to be gained. You may scoff at this ideal, but who else could advise your CEO or your Asia/Pacific General Manager that the impact of losing a document could mean the difference between an HHH debacle and a successful court case? Don't tell me our industry doesn't demand respect and integrity!

I was disheartened to learn that after submitting my application to join a TAFE accredited Records Management Course that only 7 of the required 30 people had applied, forcing the course to be removed for lack of interest.

Here we are complaining of a failing education system and lack of professional development for our workforce, and this is the response that RM is subjected to!

As records managers and key players in RM of today, we should all be outraged at the kind of RM world tomorrow's generation will be facing. Where are our accredited courses and workshops? Where is the commercial that shows a company patting its records manager on the back for a job well done?

It's time we stood up and said, "I'm in the records management Industry!" Scream it from the top of your archiving boxes and get the message out there that our industry exists and it is more interesting and exciting than ever before.

Now let's see if my RM appeal will get the ladies at the next function!

BOXING CLEVER

Recordkeepers' Perspectives on Archival Education

By Dr Sarah Horton

In 2006, the author conducted an international survey of professional recordkeeping practitioners working in the management of non-current/historical archival resources. Discussion of her findings focuses on responses from the UK and Australasia. Although, given the nature of the survey and the level of response, it is not possible to draw firm conclusions as to the education/training needs of the recordkeeping profession, it is evident that educational programming needs to remain flexible and relevant and should encompass a holistic view of the recordkeeping environment.

One of the keystones of any profession is the provision of dedicated academic education programmes and continuing professional development training, thereby ensuring that its practitioners have the knowledge and skills required to fulfil effectively and efficiently their professional remit.

The recordkeeping profession is no exception, but in recent years technological and social change has seen the knowledge/skills required of the recordkeeper expand considerably. Electronic records in particular require systematic management at all stages of the traditional life-cycle, from creation to long-term preservation, and have fostered new thinking on underlying recordkeeping principles.

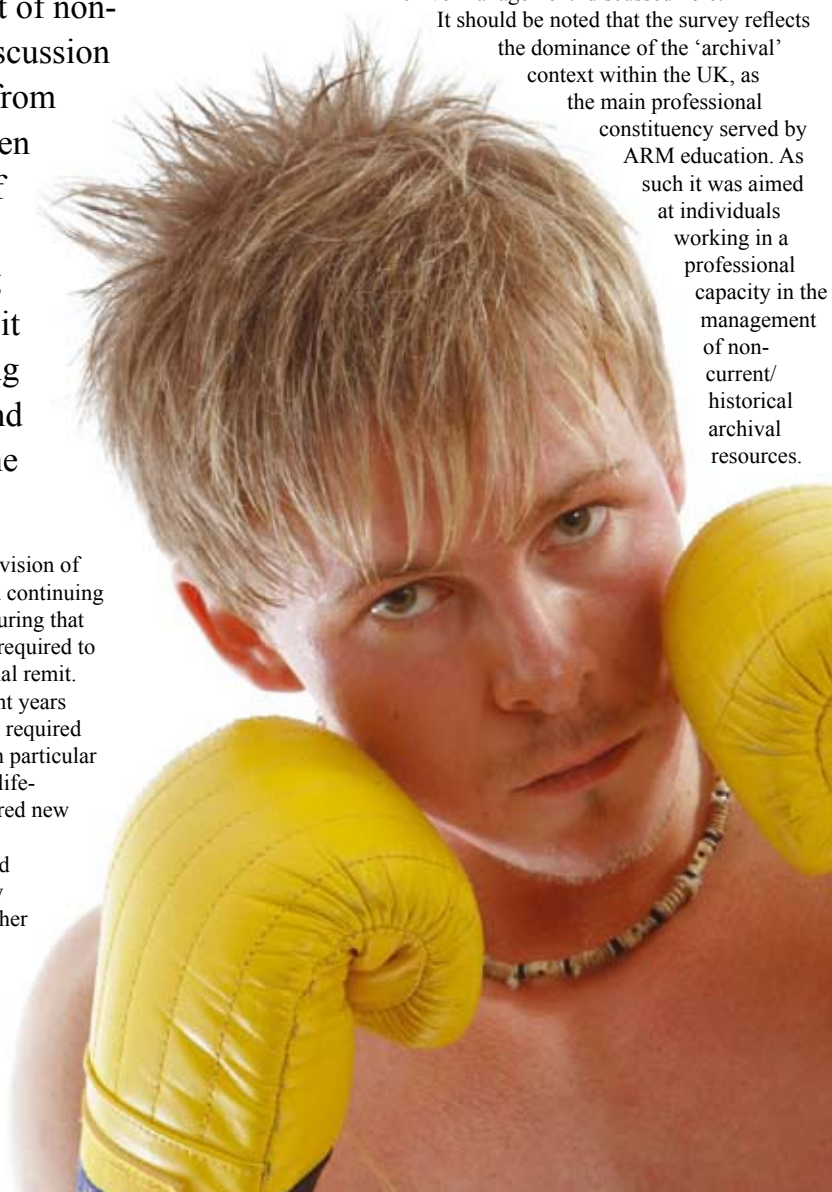
The 'strategic' context of modern records management and 'service' context of archive provision also require increasingly proactive and responsive approaches to service delivery; whether this is in terms of the accountability needs of government, or meeting demands to widen access and address social agendas.

It is imperative therefore for educational programmes to ensure that their curricula are responsive to this changing environment, in equipping students with the skills required of the modern workplace.

This need for education and training programmes to remain responsive to workplace needs – coupled with concerns as to the potential range of content that might

reasonably be addressed within the United Kingdom's Archives and Records Management (ARM) academic programmes – provided the motivation for the survey on 'Professional Education and Training in Archive Management' discussed here.

It should be noted that the survey reflects the dominance of the 'archival' context within the UK, as the main professional constituency served by ARM education. As such it was aimed at individuals working in a professional capacity in the management of non-current/historical archival resources.



While it was accepted that practitioners' work may encompass modern records management, the survey was not intended to address the specific needs of those working exclusively in the records and information management fields; the knowledge/skills areas identified are predominantly therefore those of the archivist.

This may limit its relevance to the Australasian context, where the professional environment appears to focus more strongly on current recordkeeping. The purpose of the survey was to generate a body of indicative data covering education/training priorities from an archival practitioner perspective; data which could be utilised as the basis for further research into comparative educational needs internationally, and to inform the development of education and CPD programmes in the UK.

Before looking at the findings of the survey, brief consideration will be given to the professional and educational contexts that influenced its production; in doing so some comparisons with the situation in Australia will also be offered.

The Professional Context

Within the UK, initial professional development focused largely on historic archive administration; preserving and providing access to a rich legacy of records from the medieval period onwards. Modern records management was generally seen, on Jenkinsonian lines, as being the business of the 'administrator'; thus fostering a professional divide in accordance with life-cycle principles.

This divide has inevitably blurred over the years, and today there are many organisations where the full range of recordkeeping functions are theoretically managed by a single agency; although it is often still the case that 'records management' is seen as a back-end function, in terms of semi-active storage, rather than fully integrated into front-end current business operations.

It is nevertheless apparent that a broad continuum perspective on 'recordkeeping' has not embedded itself in UK practice. Indeed, it may even be said that in recent years responsibilities have become increasingly polarised.

This can be seen at a structural level, with many organisations maintaining distinct records management and archival functional agencies, and at the employment level. Some jobs do ask for knowledge of archive and records management work, but increasingly the trend is towards specialisation even within agencies that fulfil both functions.

Developments at strategic/policy level have been influential here, particularly in the public sector where the establishment of bodies such as MLA in England, and CyMAL in Wales, have placed the archive domain firmly in the cultural arena alongside libraries and museums.

Many archival agencies now operate out of wider cultural or education departments, and are not therefore seen as influential in the administrative or corporate sphere when it comes to current records management.

As a result, organisational requirements to comply with enhanced information legislation, such as the Freedom of Information Act 2000, have often led to records management responsibilities being assigned elsewhere. This has included the establishment of dedicated records/information management units, or the assignment of 'information policy' responsibilities to corporate, legal or even IT departments.

It is not easy, from an outside perspective, to compare the professional situation in the UK and Australia (let alone Australasia as a whole). There is the perception that records management has a much stronger voice, with the development of the Australian Standard on records management (AS4390) and the consequent adoption of a recordkeeping paradigm,

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based on continuum principles.

This certainly appears to be the dominant discourse coming out of Australia; although its applicability to the traditional archival professional within a collecting institution may be less clear, even within Australia.

Pederson characterises the emergence of this paradigm by drawing a distinction between the traditional 'mission', and what it means to be a 'current' recordkeeping professional (McKemmish, Piggot, Reed & Upward, 63):

It would be easy to equate the 'traditional' with the 'archivist' and the 'current' with the 'records manager'. Certainly many UK public sector archivists would be able to identify themselves more closely with the 'traditional' perspective.

Pederson does note that the transformation to the 'current' may be of more particular relevance to institutional recordkeeping, something which would hold true within the UK private sector, yet many of her points are equally valid for all recordkeepers, whatever their professional situation.

The dominant professional contexts (as they influence the educational environment) within the UK and Australia could respectively be characterised as falling within these traditional 'archival' and current 'recordkeeping' models.

This is an admittedly simplistic statement, but it does reflect the different developmental context of the two countries; notably the relatively long-standing archival tradition in the UK, as opposed to the emphasis on accountability and evidence coming from Australia. Within both areas it is acknowledged that the other 'model' also has relevance, but it appears that its influence has been less strong within the educational sphere.

The Educational Context

The nature of the educational programmes through which professional 'qualification' is achieved has inevitably developed along different lines in different countries, reflecting the particular context of the recordkeeping and educational environment.

In the UK, educational provision falls within an academic model; the UK Society of Archivists accrediting programmes delivered by six university-based institutions. Generally the balance of course provision is weighted towards 'Archives and Records Management' (ARM), with a focus on modular content addressing the theoretical knowledge/practical skills more typically required of the archivist.

This might include modules addressing: access; administrative history; appraisal and description; palaeographic skills; preservation management; recordkeeping principles and theory; and records management.

This type of course content reflects to some extent the tradition of archival practice in the UK, and the origins of the programmes themselves – three of the four institutions delivering campus-based programmes (Aberystwyth, Liverpool and London) established their courses between 1947 and 1956 – their curricula inevitably reflected the then current preoccupations of the profession, and although course content has evolved considerably over the years, traditional components such as palaeographic skills and administrative history still retain their relevance.

It is notable that the recently established Glasgow course similarly reflects current preoccupations, focusing explicitly on the digital environment.

Accreditation by the Society of Archivists is undertaken in line with criteria drawn up by its External Qualifications Sub-Committee, which look for a balanced curriculum addressing, at a minimum, the theoretical and practical context of archives and records management; records management; acquisition and preservation; archival description; and access and user services.

Separate criteria apply to distinct records management courses; with three institutions (Aberystwyth, Dundee and Northumbria) delivering distance-learning programmes with a RIM-orientation. Such programmes may also be accredited by CILIP (The Chartered Institute of Library and Information Professionals), and contact is also maintained with the Records Management Society.

Following professional qualification, the Society of Archivists also

TRADITIONAL	CURRENT
Identifying, acquiring, organising, maintaining and accessing 'stuff', i.e. records in offices and archives in repositories and libraries.	Managing regimes to ensure the capture of essential recorded evidence in the course of personal and work activity and its integrity and accessibility over time.

BOXING CLEVER - RECORDKEEPER'S PERSPECTIVES ON ARCHIVAL EDUCATION: Continued from page 33

seeks to encourage continuing professional development (CPD), initially through its Registration Scheme but with a pilot CPD scheme under development.

The situation in the UK can be contrasted with that of Australia as follows. The Records Management Association of Australasia (RMAA) recognises a wider range of educational providers, from university-based provision, to that provided by colleges of technical and further education (TAFE). The Australian Society of Archivists (ASA) also accredits some of these programmes.

In terms of subject coverage there is a clear difference in emphasis between the UK and Australia. A brief review of the course information provided on individual institutional websites reveals that the balance of provision is weighted towards 'Information Management', with an apparent focus on modular content addressing the theoretical knowledge/practical skills more typically required of the modern records/information manager (RIM).

This includes modules addressing: information/knowledge management theory and principles; electronic document management; managing records services; recordkeeping concepts and principles; professional issues and practice; and ICT fundamentals.

In their recognition of these programmes, both the RMAA and ASA have been guided by the development of National Archives and Records Competency Standards; and the RMAA also tests course curricula against the ISO Standard for Records Management 15489; the recent development of a joint RMAA/ASA Statement of Knowledge for Recordkeeping Professionals will also be influential in the future.

Writing in 2003, Myburgh (17) nevertheless considered that the education and training environment in the Australia lacked 'close cooperation between the profession, [RMAA], and educational institutions'; noting that a number of providers of RIM training and education had not sought professional accreditation of their programmes, and that there was no 'formal scheme for continuing professional development'.

The RMAA has since developed a Compulsory Continuing Professional Development scheme, and ASA has identified CPD as a strategic priority in its Education Strategic Plan 2005-2008.

As can be seen from this short summary, the educational contexts in the UK and Australia exhibit some interesting contrasts and similarities. The dominance of subject 'content' within academic courses accords with the differing developmental and professional environments, being broadly RIM-based in Australia, as opposed to a distinct ARM-focus in the UK.

Education programmes in the UK with a RIM focus do exist, but the educational profile of modern records/information managers in the UK is less likely to include pre-employment professional qualifications, as demand tends to outstrip the availability of qualified candidates.

This may accord with the Australian experience; Myburgh (2003, 17) cites the findings of a survey from 2001, which revealed that only 31% of the total 178 respondents at a joint RMAA/ASA conference had a graduate recordkeeping qualification. Pember (2005, 155) also notes that formal qualifications 'were at the bottom of the employer wish list when recruiting staff', although qualifications were seen as more important when recruiting for higher level positions.

The situation in the UK may change with increasing availability of applicable RIM training, and there is certainly a developing model of in-service education, where experienced individuals in post are seeking to undertake courses (usually via distance-learning) to validate their experience and skills and support career progression.

The UK 'archival' position already exhibits extremely strong

links between professional qualification and employment – a graduate qualification (typically a Diploma) in Archive and Records Management is an accepted requirement of most professional archival posts.

CPD is evidently an area of ongoing development in both the UK and Australia. This will necessarily continue to be the case as the range of skills and knowledge demanded of the recordkeeping professional is continuing to expand, and there are limitations on what can reasonably be covered within the taught modules of academic programmes which are typically taught over one academic year.

It is in this context that the following survey was undertaken, as a means of initially scoping the links between educational content, and the knowledge/skills required in the workplace.

a	a fundamental component of Graduate education
b	an important element of Graduate education , but not fundamental to all contexts
c	an element which it would be desirable to include within Graduate education , but as an elective option
d	an essential element which should be pursued as part of CPD , in developing and maintaining essential knowledge and skills
e	a desirable element which could be pursued as part of CPD , in developing additional knowledge and skills
f	not applicable , in the context of their organisation

Fig. 1 Survey key

The Survey

The survey was conducted online from 11 May – 6 June 2006 following notification to the English language professional mailing lists in the UK, Australia, Canada, New Zealand, and the United States. A total of 327 individuals responded (UK 148; Australia 36; Canada 47; New Zealand 16; US 74; Other 6).

Respondents were asked to draw on their experience of the knowledge/skills required of newly qualified archivists in their own workplace, in assigning particular knowledge/skills aspects of archival work (as identified within the themes of access; acquisition and appraisal; contextual knowledge/skills; description; management; preservation; and professional knowledge), to one of the categories shown in Fig. 1.

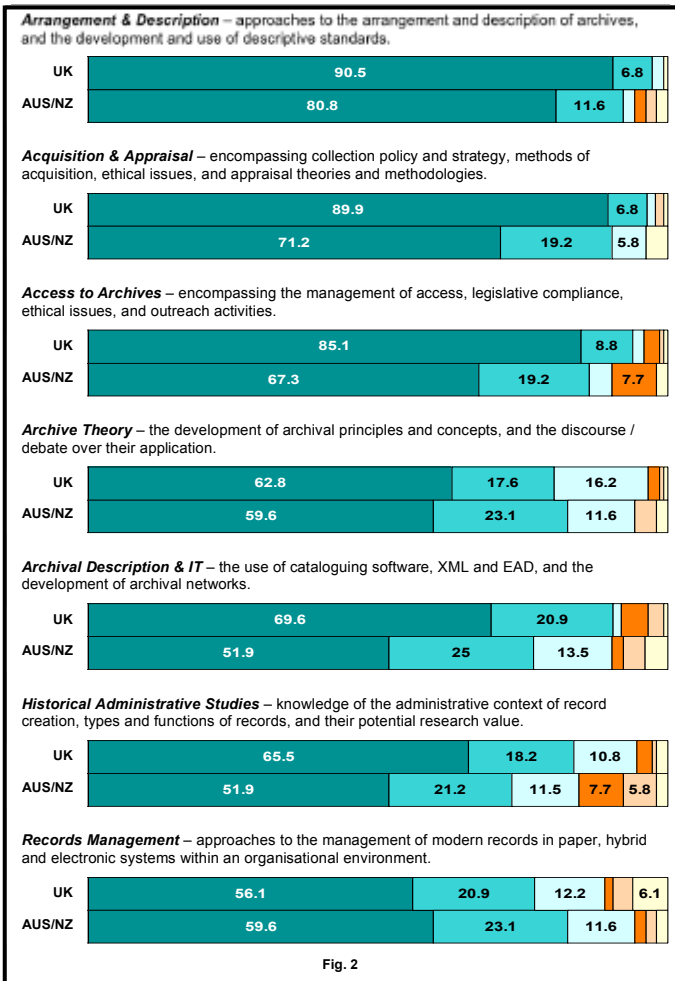
This was not intended to suggest that CPD was not relevant to the maintenance and further development of skills in areas selected as components of Graduate Education, but to broadly indicate where, on balance, respondents felt their education / training needs should be met. Indeed a number of respondents indicated that they would have wished to suggest that education / training should be provided through both; with CPD activities building on initial academic education.

The Findings

For the purposes of this article, presentation of the findings has been limited to the results for the UK and the aggregate figures for respondents from Australasia; excluding therefore responses from North America. It should be noted that given the aforementioned response rates the following analysis must be viewed as indicative rather than definitive of professional opinion, particularly within the Australasian context.

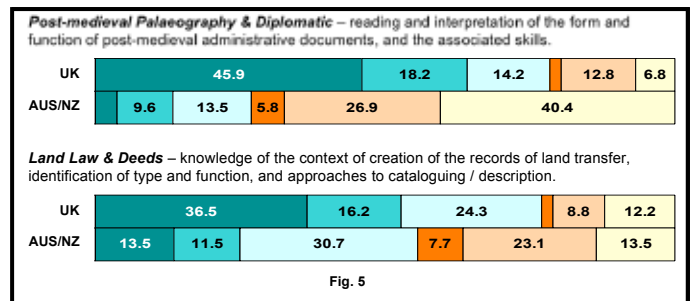
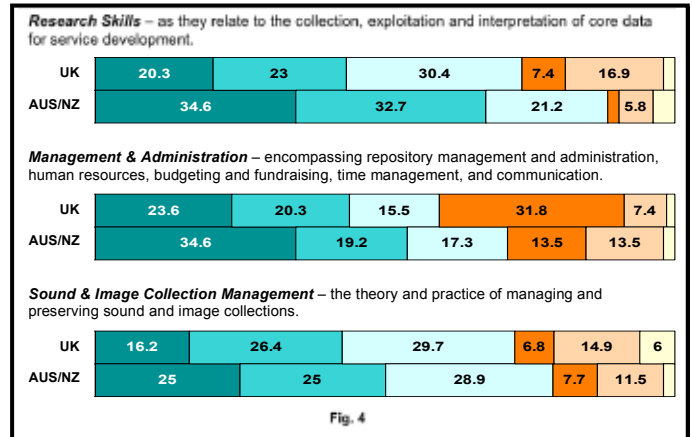
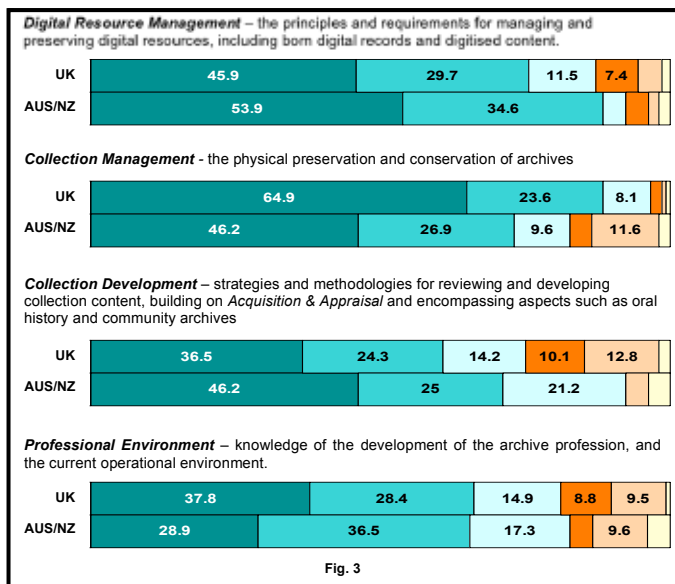
Findings are also influenced by the employment context of respondents, which in the UK was dominated by local government (33.1%) and higher education (27%) institutions, and in Australasia by national level bodies (34.6%).

Within this, figures may also represent multiple responses from the same institution since respondents were self-selecting within the targeted population. For these reasons findings are presented in chart



form for each of the identified knowledge/skills areas (with percentage response rates over 5% labelled), but omit more detailed statistical comparison.

Perhaps not unpredictably, certain areas were regarded as fundamental to Graduate Education in both national contexts; scoring over 50% in the fundamental category in both the UK and Australasia



(see Fig. 2).

It is evident that in almost all cases these areas of archival theory and practice would appear to be regarded as more fundamental to UK practice than to Australasian; that the position with regard to Records Management is reversed may indicate correlation therefore with the Australian recordkeeping paradigm, where records management theory and practice are seen as more fundamental.

From the UK perspective it is encouraging that the importance of traditional practice-based skills is matched by a recognition of the need for education to address theoretical principles and concepts, and interesting to note that practitioners still regard contextual knowledge of administrative systems as fundamental to their work, while also placing an increasing emphasis on the need for knowledge of relevant IT applications.

It is interesting also to note that Collection Management, encompassing the preservation/conservation element of archival practice, which would be regarded as fundamental to Graduate Education in the UK context, is seen as less important in the Australasian.

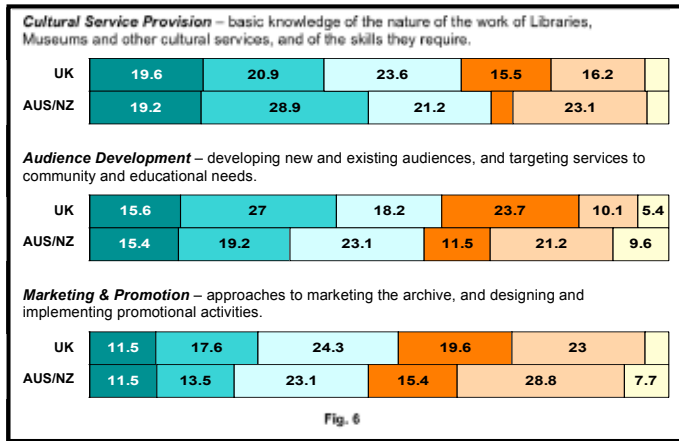
It can be grouped with other aspects still viewed as important elements of Graduate Education in both national contexts; with an overall score of over 50% in the fundamental and important categories in both the UK and Australasia (see Fig. 3).

Again the importance of the digital environment to modern archival practice is apparent; here with regard to the development of the necessary knowledge/skills required for Digital Resource Management, although recognition of this appears to be stronger in the Australasian context than in the UK.

The importance placed on Collection Development by Australasian respondents mirrors that of other non-UK participants; a reflection perhaps of the 'younger' nature of the collection base outside the UK and hence different collection development priorities.

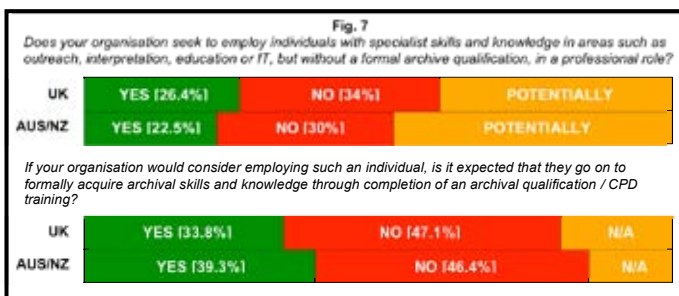
Some areas exhibited more diversity on national grounds as to whether they were important elements of Graduate Education; exhibiting an overall score of 50% or over in the fundamental and

BOXING CLEVER - RECORDKEEPER'S PERSPECTIVES ON ARCHIVAL EDUCATION: Continued from page 35



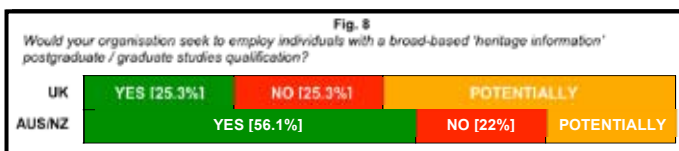
important categories in either Australasia (see Fig. 4) or the UK (see Fig. 5).

There is a clear split here between the contextual knowledge/skills required to manage and interpret older historic collections (inevitably of more relevance to the UK) and recognition of the importance of research and management skills as they apply to archival practice.



Other aspects of contextual knowledge/skills relevant to earlier medieval collections (Latin & Archaic Language Skills and Medieval Palaeography & Diplomatic), were, not unsurprisingly, viewed as largely irrelevant outside the UK.

Responses in other areas exhibited broad similarities across national boundaries, and raise the question of whether provision should be provided by Graduate Education or through CPD; these areas all generated overall scores of under 50% in the Graduate Education fundamental and important categories in both the UK and



Australasia (see Fig. 6).

Alongside all this was the issue of whether in an increasingly cross-domain and specialised operational environment, (where a premium may be placed, for example, on knowledge of IT systems or educational provision), the new 'heritage information' professional need necessarily be a trained recordkeeper.

Results here indicated that many organisations were certainly

open to the possibility of employing specialists from outside the recordkeeping profession (see Fig. 7) and that employment of such individuals was not necessarily based on the expectation that they augment their existing knowledge/skills by undertaking additional archival education/training.

The concept of cross-domain education, encompassing content addressing the needs of Archives, Libraries and Museums, has been raised in the UK context by the development of closer links between the domains at a strategic level.

The question of whether such a 'heritage information' qualification would be viewed as a basis for employment was evidently however of equal relevance to the Australasian context, where the indicative response was extremely positive (see Fig. 8).

As an exploratory exercise, the survey yielded an interesting range of data. This is not sufficient in itself as the basis for reaching firm conclusions about the education/training needs of the recordkeeping profession, whether in the UK or elsewhere, but it has provided a starting point from which it is hoped further research can be developed.

Conclusions

The findings of this survey, although not definitive by any means, present a broad snapshot of professional opinion, across the UK and internationally, as to the education requirements of those recordkeeping professionals with responsibility for non-current/historical archival resources.

It is difficult to reach any significant conclusions based on the findings for Australasia; many of the areas covered do appear to be highly relevant to Australasian practice, but what this means for educational programming is an issue that would require more extensive research within the national sphere.

Pember's survey of recordkeeping practitioners in the Western Australia state public service recordkeeping environment is, for example, likely to yield more relevant data. However, as she notes in a report of the findings of a companion survey of employers (Pember, 133), the context surveyed does focus largely on the knowledge/skills required for the provision of 'a recordkeeping service to support current business operations'.

While reflective of the dominant professional context within Australia, this is qualitatively different from the focus of the survey reported here, which has specifically addressed archival aspects.

The implications for education and training in the UK point to the need for increased flexibility within both academic programmes and CPD. The range of potential educational content remains extremely broad and cannot be addressed in a single monolithic Graduate programme.

Fundamental aspects must be encompassed by core training, with additional optional pathways to enable students to develop knowledge and skills in the important areas of interest to them; areas which can also be addressed through CPD provision.

Speakers at an international conference for archival educators hosted in June 2006 by the UK Forum for Archives and Records Management Education and Research (FARMER) – Developing the 21st Century Professional: A learning continuum for archivists and records managers – reinforced the need for educational programmes to emphasise recordkeeping principles and theory, as opposed to detailed methodological instruction.

Students should be aware of different methodological approaches, but such skills can be developed within the institutional workplace; theoretical knowledge is however fundamental in enabling students to adapt to different work environments.

While this survey was primarily concerned with domain-specific knowledge, it is apparent that professional discussion of core 'competencies' is increasingly also focusing on generic transferable skills such as computer and information literacy, and interpersonal,

communication and management skills.

Course design and assessment should therefore seek to develop these aspects alongside subject expertise, and this is also an area which can be built on through CPD training.

Such considerations also speak to the issue of who we recruit into the profession; the clichéd view of the badly-dressed bespectacled archivist who is happiest when left alone to immerse themselves in their dusty holdings, has little relevance to the public-programming needs of modern archives, and the strong advocacy skills required of all recordkeepers.

Here, as in other areas, links with the profession remain extremely important – not least in promoting a positive professional image – but also in upholding the educational needs of the profession, ensuring that educational programmes remain relevant to the workplace, and supporting and developing opportunities for CPD.

The Graduate Education programme can be the only opportunity in the professional career of the recordkeeper where they have the luxury to really think about what they do – it is important therefore that providers of such programmes adopt a broad perspective on the recordkeeping environment – whether the focus is within the ARM or RIM sphere.

It has been said that ‘an archivist who ignores records management is like a boxer with one arm tied behind his back’ (Piggott, 347). The records manager who ignores the long term cultural/historical imperatives of archives is however equally handicapped.

This is an old argument. Others such as Adrian Cunningham and Terry Cook have made these points before, and the theoretical debates that underpin these issues will probably be with us for many years yet.

It is all too easy to compartmentalise what we do into records management and archive administration, and to be dismissive of the knowledge/skills that are not immediately relevant to our area of interest or practice, even within an outwardly holistic ‘recordkeeping’ paradigm.

The challenges posed by electronic media, both for current recordkeeping, and for the archival record, are fostering integrated perspectives at the theoretical level, but we are still in a transition period where much of this debate remains to be translated to the field of general practice.

Perhaps above all what we need as a profession is to remain open to these recordkeeping discourses, and to become involved; as Adrian Cunningham (1996) notes a ‘lopsided’ debate is lopsided for a reason.


Returning to Anne Pederson’s characterisation of the current recordkeeping mission (McKemmish, Piggot, Reed & Upward, 63):

Managing regimes to ensure the capture of essential recorded evidence in the course of personal and work activity and its integrity and accessibility over time.

The point that should be recognised is that the regime in question may involve ‘documenting the present’ or ‘reconstructing the past’ (McKemmish, Piggot, Reed & Upward, 66).

It may be part of a current records management programme or encompass the work of a historic ‘collecting’ archive; the capture of essential recorded evidence and maintenance of its integrity and accessibility over time could equally relate to institutional recordkeeping or to acquisition / appraisal practice, and preservation, description, and access processes.

It is likely that the recordkeeping profession will always remain divided in some respects – the workplace requires particular knowledge/skills sets of those who work within records management and historic archive specialisations, and educational programming needs to address these requirements.

At the same time it is important to recognise the conceptual and strategic aspects of the full recordkeeping continuum, and ensure that these underpin education and training provision. The recordkeeping ‘boxer’ needs two arms, whether leading with the right or the left. 

The Author

Dr Sarah Horton is currently an archives and records management lecturer in the Department of Information Studies at University of Wales, Aberystwyth, UK. Sarah entered the field of archival studies in the late 1990s following work experience in the local authority sector and at the National Library of Wales.

She undertook her doctoral studies at Aberystwyth, investigating the evolving role, form and function of local authority archive services in England and Wales. Her current research interests also include studies of the social and economic impact of archive provision, within the context of demonstrating service value.

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ENDNOTES

MLA (the Council for Museums, Libraries and Archives), formerly known as Re:source, is a Non-Departmental Public Body sponsored by the Department for Culture, Media and Sport. It was established in April 2000, replacing the former Museums and Galleries Commission and Library and Information Commission. It now operates as part of the wider MLA Partnership, comprising the nine regional agencies: MLA London; MLA South East; MLA South West; MLA East of England; MLA East Midlands; MLA West Midlands; MLA Yorkshire; MLA North East; and MLA North West. Further information can be found on its website at: <http://www.mla.gov.uk>

For more information about CyMAL (Museums Archives and Libraries Wales), a policy division of the Welsh Assembly Government, see: <http://www.cymal.wales.gov.uk/>

In the UK this includes: University of Wales, Aberystwyth; University of Dundee; University of Glasgow; University of Liverpool; University College London; and Northumbria University. Further information about the UK and Irish education programmes can be found through the website of the Forum for Archives and Records Management Education and Research (FARMER) at: <http://www.digicult.info/farmer/>

Full details of these criteria can be found on the Society of Archivists Web site: <http://www.archives.org.uk/careerdevelopment/startingout/postgraduatecourses/revisedaccreditationcriteriaforpostgraduatecourses.html>

Registration Scheme. Retrieved October, 21, 2006, from Society of Archivists Web site: <http://www.archives.org.uk/careerdevelopment/registrationscheme.html>

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Today's RM Students & Their Attitudes

By Dr Margaret Pember, FRMA

Six years ago, Western Australia's Curtin University conducted a survey of its recordkeeping students. Its latest student survey, completed late last year, shows some interesting similarities and equally interesting changes in experience, course choices, and attitudes.

Curtin University provides recordkeeping education at both undergraduate and postgraduate levels, and enrolment numbers have remained steady over the past five years. The major change in enrolment has been a move from postgraduate diploma programs to coursework masters. In 2001 only one student graduated from the very new coursework masters program, by 2005 the number of graduates had risen to 17.

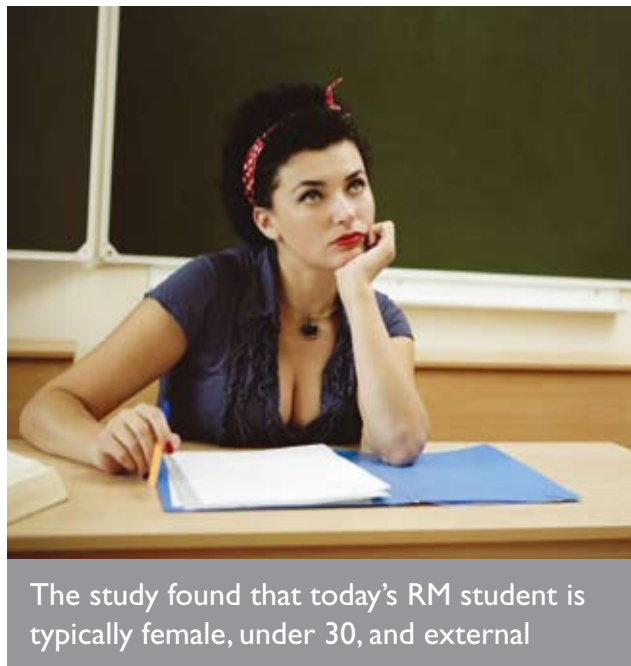
The earlier study reported in 2001 indicated that the typical Curtin graduate across both courses (Bachelor of Arts – Librarianship and Corporate Information Management; Graduate Diploma/Master of Information Management – Records Management and Archives) was likely to be female

(69.1%), have some prior experience in the field of recordkeeping (43.6%), be aged between 20-30 years (36.4%), and prefer internal/on-campus (58.2%), full-time (38.2%) modes of study.

The major difference between graduates at this time was that those from the undergraduate degree were far more likely to have prior experience in the field (59.1%) and were completing the degree in order to upgrade knowledge and skills and enhance career prospects, whereas the postgraduate level students were more usually doing the course in order to facilitate a career change or re-entry to the workforce after a period of child-rearing.

The 2006 survey indicates that the typical student is still likely to be female (80%), have some prior experience in recordkeeping (40%), be aged between 20-30 years (33.3%), but prefer external part-time study modes (43.3%).

The preferred mode of study is significantly different to 2001 when internal and full-time were the preferred options. The major reasons for studying were focussed on the perceived better employment opportunities and career enhancement.



The study found that today's RM student is typically female, under 30, and external

As well as assessing any changes in student study preferences, the latest study aimed to capture student perceptions of recordkeeping and recordkeeping education. A particular focus of the study was the identification of any change in students' perceptions over the duration of the study programme, and over three-quarters of those students responding to the survey did note change. This change focussed largely on the diversity and complexity of the discipline.

The Survey

After Curtin Ethics Committee approval, the survey instrument developed was circulated electronically to all students enrolled in a recordkeeping unit in the latter half of their study in Semester 2, 2006.

In order to encourage students to be as candid as possible

the respondents were not required to identify themselves and questionnaires were not numbered or marked in any way. Although questionnaires were circulated electronically students were advised that the best way to preserve anonymity was to print out the survey and return by mail.

After three email reminders, thirty questionnaires were completed and returned by the requested date, a 48.4% response rate. Surveys were sent to students at the end of semester when final assignments were due and exams looming, not the ideal time from a student point of view. By comparison, the 2001 survey had a response rate of 60.4%.

In this survey, students were sent personally addressed surveys by mail rather than emails, and the survey was circulated in April rather than at the end of a semester. The more personal approach and the different timing may have resulted in the higher response rate.

The results overleaf are based on an analysis of the data gathered from these surveys.

Survey Instrument

The 2006 survey was modelled on the earlier survey in order to capture similar data. The survey was divided into four sections. The first aimed to establish the demographics of the current student cohort, the second the nature of the course studied, the third student reasons for embarking on a study programme in recordkeeping (records/archives) at the university level, and lastly a section on how student perceptions of recordkeeping and recordkeeping education may have changed over the duration of the course.

Demographics of Student Cohort

The 2001 survey did not ask students to identify their geographic location, simply whether or not they were external students. Of the students responding to the current survey almost two-thirds (63.3%) were located in Western Australia. For distribution of student respondents across all states see Table 1.

Geographic location	Frequency	%
Western Australia	19	63.3
New South Wales	2	6.7
Victoria	3	10
Queensland	3	10
Tasmania	1	3.3
Australian Capital Territory	1	3.3
International student	1	3.3
Total	30	100

Table 1: Geographic location of students responding to the survey

Mode of Study

In the 2001 survey, the internal mode of study was the preferred option with 58.2% of students. Over one-third (38.2%) of respondent students were enrolled full-time. All external students at this time studied on a part-time basis.

Most students indicated that recordkeeping was not something they knew much about previously and it opened up a whole new range of career options

Some students varied their enrolment on a part-time/full-time, external/internal basis to suit their particular circumstances each semester.

The 2006 survey indicates a significant difference in student study modes in the five years since the previous survey. There has been a sharp decrease in the number of students studying completely internally: only 33.3% in 2006 compared with 58.2% in 2001.

The number of students studying full-time has not changed significantly: 40% in 2006 compared with 38.2% in 2001. In the past, full-time students were usually internal but this is also changing. The preferred study mode is now external: 60% in 2006 compared with 29.1% in 2001.

This is despite the overwhelming weighting (63.3%) of student responses to the current survey being from Western Australia where attendance at on-campus classes is geographically easier for metropolitan students.

A significant change in the delivery of external study materials

from traditional print and post to fully online is probably a major factor here.

Part-time external is the most common study option chosen with 43.3% studying in this mode. Both surveys had a small cohort

Study mode	2001		2006	
	Frequ	%	Frequ	%
Internal full-time	21	38.2	7	23.3
Internal part-time	11	20	3	10
External full-time	0	0	5	16.7
External part-time	16	29.1	13	43.3
Combination internal/external/full-time/part-time	7	12.7	2	6.7
Total	55	100	30	100

Table 2: Respondent student study modes

of students who chose to vary their enrolment modes over the course of their study. For full details of student study modes see Table 2.

Research indicates that students face many challenges when studying. A recent Curtin Student Guild (2006) survey of both undergraduate and postgraduate students found that 76% of students needed some form of paid employment in order to support themselves while studying. The average time worked was 16 hours per week.

Even by engaging in paid work activities 49% of students reported that they had forgone food, 45% medical expenses, and 75% clothes. Students felt that working such hours impacted seriously on their study. For example, 66% reported that they did not have adequate time to study, 60% that they skipped classes, 45% that they were too tired to pay attention in lectures, and 44% handed in assignments late or at the last minute.

Students also reported that they were unable to buy all the textbooks required for their study (60%). Surveys such as these indicate that students are time poor and may explain why so many elect to study online even when on-campus modes of study are available to them.

Gender

The 2001 survey indicated that the gender split was approximately one-third male to two-thirds female. In the 2006 survey the male/

Gender	2001		2006	
	Frequ	%	Frequ	%
Male	17	30.9	6	20
Female	38	69.1	24	80
Total:	55	100	30	100

Table 3: Gender of respondent students

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female split of student respondents was 20/80 (See Table 3). This gender split is closely mirrored in the overall student enrolment in recordkeeping units for 2006 (19% male).

It is interesting to note that overall enrolment at the undergraduate level is predominantly female (only 16.2% male). At the postgraduate level male enrolment has increased to 27.8%.

Age

The maturity of students is reflected in the age table. Few students study recordkeeping courses immediately after leaving school. In the 2001 study 36.4% of students were in their 20s, 29.1% in their 30s and 29.1% in their 40s. Only 5.4% began study in their 50s. The age picture changed little in the 2006 survey, except for a doubling of

Age range	2001		2006	
	Frequ	%	Frequ	%
20-30 years old	20	36.4	10	33.3
31-40 years old	16	29.1	8	26.7
41-50 years old	16	29.1	9	30
51-60 years old	3	5.4	3	10
Total	55	30	100	100

Table 4: Age range of respondent student

students in the over 50-years age range. For full details see Table 4.

Course Level

The student responses to the 2001 survey reflected a weighting of recordkeeping study at the postgraduate level. Courses offered have changed considerably since this survey.

The separate undergraduate degrees in librarianship and records management were amalgamated into a single degree with a double major in librarianship and recordkeeping: the Bachelor of Arts (Librarianship and Corporate Information Management) in 2001.

This means that all undergraduate students in the BA now enrol in recordkeeping units. This is demonstrated in the increased number of respondents at the undergraduate level in the 2006 survey (73.3%).

At the postgraduate level, additional courses have been introduced at the certificate and masters levels, and many students choose to complete a masters' level degree rather than a certificate or graduate diploma. See Table 5 for full details of course enrolment of respondent students.

Prior Experience

Significant recordkeeping experience prior to commencement of study is apparent in students responding to both the 2001 and 2006 surveys.

Course studied	2001		2006	
	Frequ	%	Frequ	%
Bachelor of Arts	24	43.6	22	73.3
Graduate Certificate Records Management	N/A	N/A	1	3.3
Graduate Diploma RM & Archives	33	56.4	2	6.7
Master of Information Management	N/A	N/A	5	16.7
Total	55	100	30	100

Table 5: Course enrolment of respondent students

In both surveys approximately 40% of students had some prior recordkeeping experience in the workplace.

The nature of this experience covers the whole gamut of recordkeeping practice in the public and private sector from specific records officer roles to the keeping of records as part of an

Prior experience	2001		2006	
	Frequ	%	Frequ	%
Yes	24	43.6	12	40
No	31	56.4	18	60
Total	55	100	30	100

Table 6: Prior experience in recordkeeping before commencement of study

administrative role. See Table 6.

Reasons for Studying Recordkeeping at the University Level

This section of the questionnaire was quite open-ended in approach. Students were not offered any suggestions to prompt responses. They were simply asked to list their reasons for studying recordkeeping at the university level.

Over half (54.5%) the respondents in the 2001 survey indicated that they were studying recordkeeping at university for career enhancement and improved employment opportunities. Similarly, in 2006 over half the survey respondents (60.1%) indicated that they were studying recordkeeping to enhance their career prospects.

These students identified a need to gain or upgrade their qualifications for career progression and credibility with employers, peers and customers. The good employment outlook and opportunities were noted by 36.7% of respondents.

Over one-third (36.7%) of respondent students noted that were simply doing the records units as they were part of the course requirements. Only two (6.7%) of these students indicated that they would not consider a job in records, and four (13.4%) indicated that they had made a career change from librarianship to recordkeeping.

Most students indicated that recordkeeping was not something they knew much about previously and it had opened up a whole new

Reasons for studying	2001		2006	
	Frequ	%	Frequ	%
Career enhancement	30	54.5	18	60.1
Employment opportunities	29	52.7	11	36.7
Course requirement	N/A	N/A	11	36.7
Total	55	100	30	100

Table 7: Respondents' reasons for studying recordkeeping at the university level

range of career options. For a full tabulation of responses see Table 7.

Student reasons for choosing Curtin University as their study institution ranged from the comprehensiveness of the courses offered, to a broadening of career options, to the reputation of the course and lecturers (all 66.7%), to the degree of flexibility of the course in terms of study mode (56.7%).

The dual qualification in the undergraduate degree was noted by 23.3% of respondents, and the lack of a compulsory residential component was noted as a deciding factor by 20% of respondents. Professional recognition of the course was only noted as important by 6.7% of respondents (see Table 8). This particular question was not asked in the 2001 survey.

Reasons for studying at Curtin	Frequency	%
Comprehensive course	20	66.7
Broader career options	20	66.7
Reputation	20	66.7
Flexibility of course	17	56.7
Dual qualification	7	23.3
Lack of compulsory residential component	6	20
Course recognition	2	6.7
	30	100

Table 8: Respondents' reasons for studying recordkeeping at Curtin

Positive Aspects of Study

For almost three-quarters (70%) of the students responding to the 2006 survey, the most positive aspect of their study was the practical opportunities they were exposed to, such as the site visits, projects and practica. This was followed by the theoretical aspects at 56.7% and scope of the course (43.3%).

Almost half (46.7) of the respondent students emphasised the

Positive aspects of course	2001		2006	
	Frequ	%	Frequ	%
Practical aspects of course	30	54.6	21	70
Theoretical aspects learned	32	58.2	17	56.7
Networking	12	21.6	14	46.7
Scope course content	21	38.2	13	43.3
Personal learning environment	6	10.9	9	30
Flexible delivery	15	27.3	8	26.7
Experience lecturers	4	7.2	8	26.7
Nature of assignments	3	5.5	6	20
Exposure to archiving	3	5.5	3	10
	55	100	30	100

Table 9: Most positive aspects of course for respondent students

importance and value of the networking they were exposed to through professional meetings, student inclusion on professional committees, guest speakers and site visits.

The students also valued the personal friendly learning environment (30%), the flexible delivery (26.7%) which made it possible for them to undertake study regardless of geographic location, and the "real world experience" of lecturers (26.7%) and the way assignments were "tailored to the real world situation" (20%) rather than the usual essay and exam structure.

Three students (10%) noted that they had 'discovered a whole new world of archives' and an associated new career goal. In the 2001 survey the students identified similar positive aspects about their study but the theoretical aspects rated higher than the practical (see Table 9).

Positive Outcomes of Study

Perceived career enhancement rated as the most positive outcome of their course of study for 70% of respondent students in the 2006 survey. A growth in theoretical understanding was rated as an important study outcome by 60% of students, and 63.3% noted improved practical skills such as the operational aspects of records management and skills such as writing business reports.

A growth in confidence about personal knowledge and ability in recordkeeping was also noted by 43.3% of respondents. Networking also rated as an important outcome by 36.7% of students. Only 6.7% of students rated professional recognition as an important outcome of study.

Again, similar outcomes were identified in the 2001 survey. Career

Positive outcomes of course	2001		2006	
	Frequ	%	Frequ	%
Career enhancement	33	60	21	70
Improved practical skills	14	25.4	19	63.3
Growth theoretical understanding	21	38.1	18	60
Growth confidence in own knowledge & ability	21	38.1	13	43.3
Establishment of networking contacts	6	10.8	11	36.7
Professional recognition	4	7.2	2	6.7
	55	100	30	100

Table 10: Most positive outcomes of course for respondent students

enhancement also rated as the greatest study outcome in this survey. And comments such as 'development of personal and professional confidence', 'feelings of self-fulfilment', 'empowerment', etc. were common (see Table 10).

Over half the respondent students (53.3%) in the current survey said they would not do anything differently if they had the opportunity over again. Most changes mooted by students revolved around personal issues such as allocating more time to studying, and getting more hands-on experience earlier

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in the form of part-time or volunteer work. Two students noted that issues such as time release should be investigated as they had not been aware that options such as this were available to them.

Membership of Information Industry Associations

One of the final survey questions related to student membership of information industry associations. It is interesting to note that over one-quarter (26.6%) of the respondent students were members of the Records Management Association of Australasia (RMAA), and the majority of this membership was at the personal level. This is probably as a result of the introductory membership offer made to students by the RMAA .

An analysis of RMAA membership figures at 30 June 2005 indicated that Western Australia has a higher proportion of student numbers than any other state (38.89% of the total student membership).

It may also be indicative of the existence of two university-level recordkeeping courses in Western Australia and the persistent lobbying of the profession and professional issues by university staff and the close and supportive working relationships between the WA Branch Committee and university lecturers.

The next highest student membership was of the Australian Library and Information Association (ALIA) at 23.4%. Most of this membership is at the corporate level. This is not surprising given that the undergraduate course consists of a double major in librarianship and corporate information management.

Furthermore, more than half those entering the undergraduate degree already have a TAFE diploma in library studies and many are already working in a library position albeit not at a professional level.

A few students were also members of the Australian Society of Archivists (ASA), the Institute for Information Management (IIM), or another information related association such as the Western Australian Public Libraries Group. For the full tabulation of information industry membership see Table 11.

Association membership	Corporate		Personal		Total	
	Frequ	%	Frequ	%	Frequ	%
RMAA	1	3.3	7	23.3	8	26.6
ASA	0	0	2	6.7	2	6.7
IIM	1	3.3	1	3.3	2	6.7
ALIA	5	16.7	2	6.7	7	23.4
Other	2	6.7	0	0	2	6.7
	30	100	30	100	30	100

Table 11: Respondent student membership of information industry associations

Perceptions of Recordkeeping

Although 40% of respondents indicated some degree of experience in recordkeeping prior to enrolment (refer back to Table 6), 80% stated they had little or no knowledge of recordkeeping. Furthermore 36.7% admitted their original perception of recordkeeping as an occupation was that it was “boring”.

Some thought that it was a challenging and enjoyable profession (10%) with good employment opportunities (13.3%) and one respondent even commented that recordkeeping was “much undervalued” as a profession, but positive comments were not common. These perceptions are listed in Table 12. This

particular question was not asked in the 2001 survey.

Perceptions After Studying Recordkeeping

Well over three-quarters (83.3%) of respondent students noted a positive change in perceptions of recordkeeping after studying at the university level. Some 90% noted that recordkeeping was a very diverse area incorporating issues such as record and information assets and their management, evidence, accountability, governance, and standards, etc., and was a far more complex discipline than originally supposed (73.3%).

Over half the respondents (56.7%) indicated that they found recordkeeping to be a profession with interesting challenges, especially in areas such as electronic recordkeeping and metadata (see Table 13).

Conclusion

Students in both surveys were very open about their experiences and perceptions of the courses. The overall satisfaction level in both surveys reflects a perceived correlation by the students between the knowledge and skills acquired from the course studied and those required in the workplace.

As noted, 83.3% of students responding to the current survey identified a positive change in their perception of recordkeeping over the course of their study. Comments such as recordkeeping is a ‘diverse’, ‘vitaly interesting’, ‘challenging’, ‘stimulating’ profession were common.

Some noted that they as an outcome of their study they had gained a ‘greater respect for and appreciation of the value and importance of recordkeeping’ and even noted that they were

Reasons for studying	Frequency	%
Little or no knowledge of recordkeeping	24	80
Boring profession	11	36.7
Challenging & enjoyable	4	13.3
Employment opportunities	3	10
Undervalued profession	1	3.3
	30	100

Table 12: Respondents' original perceptions of recordkeeping

surprised at how much they had enjoyed studying the discipline.

In a series of surveys conducted during 2004-2005, all stakeholders surveyed (employers, regulators, consultants, etc.), saw a clear division between two levels of recordkeeping practitioners - basic level operational/processing staff and higher strategic level staff.


Perceptions after study	Frequency	%
Change in perceptions	25	83.3
Diversity of discipline	27	90
Complexity of discipline	22	73.3
Interesting challenges	17	56.7
	30	100

Table 13: Respondents' perceptions of recordkeeping after university level study

Requirements for a professional education in recordkeeping were linked to these levels of practice. Comments such as ‘all senior position must be filled by qualified staff’ and ‘the higher

the position the more important it [an educational qualification] is' were common .

There is no doubt that there is a serious shortage of recordkeeping practitioners able to operate at the more strategic levels of recordkeeping. As more positions become available at the higher levels the problem is exacerbated.

It will only be through a rigorous educational programme that practitioners will be able to demonstrate that their practical experience is reinforced by a sound theoretical knowledge base. Such practitioners are and will continue to be in high demand. 

The Author

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Endnotes

Pember, M. (2003). A decade of recordkeeping education at Curtin University of Technology: Flux and flexibility. *Australian Library Journal*, 53(1): 65-79.

This study was approved by the Curtin University Human Research Ethics Committee, October 2006 (Approval MSC-35-06).

The survey was conducted by the Curtin Student Guild in 2006 but is as yet unpublished. Further information is available from the Curtin Student Guild (Colette Swindells educationvp@guild.curtin.edu.au)

The Records Management Association of Australasia (RMAA) offers students free membership for the first 12 months and reduced membership after this time. For full details see the RMAA website <http://www.rmaa.com.au>

PhD thesis, M Pember, 2006.

See Evans, J. (2002). Serious lack of skilled and qualified records professionals in NSW. *Informaa Quarterly*, 18(4): 16-20; Evans, J. (2003). Records profession skills weakness exposed by NSW records compliance audit. *Informaa Quarterly*, 19(1): 8-11; Murphy, G. (2003). Where have all the records practitioners gone: A view from the west coast. *ARES Forum*, Melbourne, June 2003. Retrieved 24 November 2006. <http://www.archivists.org.au/events/ARES2003/index.html>



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Keeping up to Date with History: Indigenous People and the Recordkeeping Professions

By Dr Joanna Sassoon, Kirsten Thorpe and Anne Wright

The 1997 Bringing Them Home report recommended that opportunities be provided for Indigenous Australians to train in records and archives management and associated fields. Ten years on, what is the state of the nation today in relation to Indigenous people and the recordkeeping professions?

As W Kaye Lamb, the noted Canadian archivist wrote, archival work is about 'keeping history up to date'.¹ This remark related to the collection building activities of archivists. However, from a contemporary Australian perspective, recordkeeping can also be seen to be about keeping up to date with history.

Recordkeeping activities and archival records are at the heart of building national histories and the capacities of nations, communities and individuals to tell stories and deal with their histories.

Major questions about the nature of society and, in particular, issues surrounding social justice and reconciliation, have archival records at their core. Archival records ultimately provide the warp and weft of history, identity and society.

The interactions which people weave between themselves and these archival records makes their contents come alive.

A History

Two reports in the last two decades have challenged the nation and recordkeepers to keep up to date with history. These key reports are the Royal Commission into Aboriginal Deaths in Custody (1991) and more recently the Bringing them Home report (1997).²

Both these reports specifically note the effects of removal of Indigenous peoples from communities, and they highlight the need for Indigenous people to have greater access to records about themselves and their lives, to establish who they are, to provide a context to their experiences, and to facilitate rebuilding their lives.

Many archival records have been created about Indigenous peoples rather than by them, and contain information which served the needs of government at the time. However, the survival of these records, and the kind of personal information they contain means they are vital to establishing personal identity.

Records containing information about Indigenous people bring

Kirsten Thorpe (left) and Anne Wright (right) delivering the inaugural Loris Williams Lecture, ASA conference, October 2006. Photograph courtesy Tim Robinson, University of Sydney Archives

**‘The issue remains a lack of
trained & experienced
Indigenous recordkeepers’**

together threads of lives and relationships between people and place together for individuals, families and communities which have been unravelled and torn apart by government policies of removal in the 20th century.

These administrative records of government created during the era of child removals and close administration of Indigenous peoples lives are now assisting in easing the pain as part of the reconciliation between people and country.

As the recent wilam naling report published by the Public Record Office of Victoria notes:

‘Access to ... records could provide the crucial missing link for Indigenous people searching for the families and communities from which they were removed ... seeking out personal and family records is of utmost importance to people who have been separated from their family and community.’³

That ‘archives have a vital role to play in assisting the reconciliation process and the cause of Aboriginal empowerment and self determination’,⁴ can be seen through current state governments use of archival records to determine compensation for past injustices, including Stolen Wages cases.⁵

Such actions are acknowledgement of the central role of recordkeeping in the amelioration of the pain of history for individuals, communities and the nation.

Along with recommendations to improve access to records about Indigenous people, recommendation 28 of the Bringing them Home report specifically recommended that the Commonwealth and each State and Territory Government institute traineeships and scholarships for the training of Indigenous archivists, genealogists, historical researchers and counsellors.

And even before this report, many writers in the US, Canada and Australia had noted issues relating to Indigenous peoples access to information, and the need for Indigenous employees in cultural institutions.

For example, as Mick Dodson noted in 1993, before the publication of the Bringing them Home report, archives, libraries and museums have by and large been intimidating and alienating places for most Indigenous people.⁶

Factors seen as contributing to the low usage of cultural institutions by Indigenous people included building design, location of services and the lack of Indigenous staff. Some of these issues were developed in the Aboriginal and Torres Strait Islander protocols for Libraries, Archives and Information Services published by the Australian Library and Information Association in 1995.⁷

Keeping up to Date With History

So, how has the recordkeeping sector been incorporating Indigenous issues since these major reports, and how has the broader profession been keeping up to date with history?

Major cultural and archival institutions have increased the focus on providing access to sources for Indigenous people through identifying records, creating indexes and producing guides identifying where these sources are held.

Many states have now published guides to records relating to Indigenous people, for example Looking West: A guide to Aboriginal records in Western Australia,⁸ and there have been a number of exhibitions including the National Archives of Australia Between two worlds,⁹ and the State Records New South Wales In Living memory.¹⁰

There are also services in most States dedicated to facilitating access for Indigenous people to personal information, for example the Public Record Office of Victoria Koorie Records Unit.¹¹

Professional associations have adopted statements relating to the information needs of Indigenous people. The Australian

Society of Archivists (ASA) published a Policy statement on archival services and Aboriginal and Torres Strait Islander peoples in 1996,¹² and the Council of Federal, State and Territory Archives (now CAARA) produced a policy statement Access to records of Indigenous Australians affected by past separation policies.¹³

So, there has been considerable work undertaken in the past two decades to recognise the importance of records to Indigenous people, and then work to improve access to these records about Indigenous people.

However, it has to be acknowledged that the keys to the archives are, for the most part, still in the hands of non-Indigenous archivists. In providing access to personal records of Indigenous people, it is important to have trained Indigenous staff to provide support to Indigenous researchers as many may not feel comfortable discussing such sensitive issues with non-Indigenous people.¹⁴

Indigenous Peoples and the Recordkeeping Professions

The inaugural Loris Williams Lecture was presented at the recent Australian Society of Archivists conference by two Indigenous recordkeepers, Kirsten Thorpe and Anne Wright.¹⁵

In their lecture they reflected on the achievements of the past decade in attracting Indigenous people to work in the archives and records profession, assessed the current position of Indigenous people both employed in archival institutions around Australia, and researched the number of Indigenous people studying recordkeeping.

Thorpe and Wright noted that between 1998 and 2004 the National Archives employed 14 non-ongoing Indigenous staff on the Bringing them Home Indexing project. They also noted that there are currently 13 Indigenous people employed in recordkeeping institutions on a full or part time basis, and there may be more in non-identified positions in government agencies.

However, while Indigenous people are employed in archival institutions on both project funding and as permanent employees, the issue has been in the past, and still remains today, a lack of trained and experienced Indigenous recordkeeping professionals, and the lack of long-term infrastructure to assist in building sustainable pathways for education and training of Indigenous recordkeepers.

One such short term, yet important, example was an attempt to create an Indigenous cadetship with Commonwealth, ASA and Australian Library and Information Association funding. This required the applicant to study full time in Archives and Records, with a full-time job on qualifying. 1999 was the only year the scheme operated.

The Indigenous Issues Special Interest Group of the ASA (IISIG) was formed in 1996, and has identified the need for education and training for Indigenous people as an important issue. The IISIG has been working hard to create sustainable opportunities for Indigenous people to receive education and training in recordkeeping, and has developed some important initiatives.

For example, in 2004, and with the support from the ASA and the Records Management Association of Australasia, the IISIG produced the brochure Pathways to your future and our past: careers for Indigenous Peoples in archives and records.

Pathways is an important concept as it recognised that Indigenous people may want to join the profession from many different levels, and that over time there are ongoing pathways for career development.

This brochure, which outlines the benefits and options for

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recordkeeping studies to encourage Indigenous people to consider a career in archives and records, has been widely distributed to Indigenous communities and education and training centres.

In 2006, Monash University offered an Indigenous Archives Scholarship for postgraduate study, and this initiative is currently being supported by the ASA and the National Archives.¹⁶


The IISIG put a successful motion to the 2006 AGM of the ASA to create a scholarship programme within the profession. Some money will be made available from the ASA's Public Fund and partners will also be sought.

The aim of this programme is to enable pathways for Indigenous people to enter the profession at all levels, and to provide the student with a choice of courses and preferred institution. The scholarship, which will commence in the 2008 academic year, and will be open to Aboriginal and Torres Strait Islander people who are studying records and archives at VET or University.

The Monash University scholarship provided opportunities for 4 Indigenous students in 2006, though prior to this scholarship there have been no Indigenous recordkeeping graduates from Monash University, nor have there been any Indigenous graduates from Curtin University. Edith Cowan University has graduated 4 Indigenous recordkeepers and currently has 4 Indigenous students undertaking recordkeeping studies.

So much needs to be done in this area. One important area for shifting awareness amongst students is that Indigenous recordkeeping students are playing an important role in informing all students and staff of recordkeeping issues from an Indigenous perspective through class and online discussions. The learning experience for all concerned is a two-way process.

Education and training are keys to how we as recordkeepers can keep up with history as this will naturally lead to the increase in numbers of permanently employed Indigenous recordkeeping professionals.

The work of the IISIG is central to ensuring that the professions are keeping up with history through the development of sustainable education and training programmes that foster the next generation of Indigenous recordkeeping professionals. 

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The Authors

Dr Joanna Sassoon (pictured) is Senior Lecturer at Edith Cowan University, Perth, Western Australia, and also holds a position in the State Records Office of Western Australia. She has written widely on archival and historical matters, in particular about digitisation and has long held an interest in improving Indigenous access to archival records.



Kirsten Thorpe is Archivist: Aboriginal Liaison at State Records Office of New South Wales. She is a descendant of the Worimi people of NSW, is convener of the Indigenous Issues Special Interest Group of the ASA, and holds a Graduate Diploma (Archives and Records) from Edith Cowan University.

Anne Wright is Corporate and Facilities Officer at the National Archives of Australia's Darwin Office. She is from the north Coast of NSW with both parents of Indigenous heritage. Anne is currently the Secretary of the Indigenous Issues Special Interest group, and she is studying for her Graduate Diploma (Archives and Records) at Edith Cowan University.

Education Starts on our Own Doorstep

By Josh Peacock

A 24-year-old Adelaide records manager expresses the view that not only should we educate our own, we should be getting in early to educate those who work with us - on the value of recordkeeping.

When I first started in the public sector as a trainee with the Department of Treasury and Finance, over the course of 12 months I never gave a single thought to records management. Certainly no one in my immediate area did either. It was simply seen as putting some paper into a hanging divider in a filing cabinet and arranging them in alphabetical order.

I'm glad to say the process has moved since on to a more suitable filing system. However, I bring this up because it is a perfect example of how not to introduce records management to new public sector employees.

I received a detailed induction package and education course detailing all the ins and outs of the organisation, but no mention of records management. To use a popular phrase from the recent State Records South Australia Conference, "Records management isn't a sexy enough to get a guernsey."

It wasn't the case when I commenced my career in the public sector, and still isn't now. I'm not going to rant and rave about funding and what needs to be changed from a chief executive level down, because that'll be preaching to the converted. I will, however, suggest ways to change the culture from the beginning, from the ground up.

The mindset needs to change and action needs to be taken to raise the profile of records management with trainees, graduates, and new public sector employees being the target group. These people are the future of government.

In no department I have worked in, have I been given an induction that encompasses records management. Maybe all the departments I've not worked in have detailed induction packages covering records management, but I'm doubtful.

My experience leads me to believe that by planting the seed at the beginning, a healthy understanding of records management will grow and people may become interested in what it entails and the opportunities that could arise by working in this vocation.

Now, further education is becoming available in my own state in the form of the Business Information Management Chair, a partnership between State Records SA, State Library of SA and Fuji Xerox in collaboration with the University of SA, offering a Business Information Management Graduate Certificate in 2007, Graduate Diploma in 2008, and Masters in 2009 (subject to change).

The introduction of such a programme provides formal qualifications in a specialised area of expertise and sets the foundation



Joshua Peacock

for a pathway into records management from high school, where students will have the option available to pursue such a career. From my perspective this is a step in the right direction - not the answer to enticing young people into our industry, more of a stepping stone.


'Career path' and 'multi-skilling' are two topics to attract the attention of youth. Young people want security, they want to learn, and they want options available to perform 'out-of-scope' duties to enhance their skill and knowledge base.

Records management can cater for those needs. The duties involved in records management vary from system administration, archiving, file creation to policy development, acquisition of systems, etc. The 'jack-of-all-trades' hat is an appealing idea and one I think that can be used as a successful marketing tool.

By gaining experience in a variety of functions, career choices and opportunities will open previously locked doors.

With the role of records managers evolving, these are exciting times for those in the profession or on the cusp, with new technology in the form of electronic document records management systems and business classification management software becoming a more integral part of the role.

Industry talk suggests to me that a move towards auditing will be a larger focus in the coming years for records managers. I don't think the continuous evolution will stop there. The future looks bright as records management becomes more recognised across the private and public sectors as embarrassment as a result of recordkeeping failures ultimately strengthens the cause for solid records management practices.

To summarise my youth perspective on RM, the climate is changing, the wheels are in motion, but there is still a long way to go. University degrees and other education programmes provide a pathway, but to sustain a steady injection of youth, in my opinion a marketing tool aimed at those already in the public sector needs to be developed specifically targeted at graduates and new employees to help build a solid foundation for future records management awareness. 

The Author

Josh Peacock is a Records Manager with the South Australian Department of Health, in Adelaide.

Are You Ready for Wellington? Because Wellington is Ready for You!

By Mike Steemson, ARMA, Convention Committee Chair

Corruption, imagination, manipulation, direction, instruction, entertainment... all aspects of human and recordkeeping life will be represented among the 30-plus presentations and workshops planned for the 24th RMAA International Convention, 'Influence with Integrity'¹, in Wellington, New Zealand, in September.

Papers from four continents -- Africa, Australasia, Europe and North America -- and from Oceania, will focus fiercely on recordkeepers' right, some will say 'responsibility', to bring principled influence to bear in and on their work. They will instruct, exemplify and inspire. Then, a day of workshops kindled by the Convention themes, some lead by Convention keynotes, will provide talents and tools to do the job.

A gathering day, three days of debate and discourse, a day of learning, all mixed with fun and games. Where will you be from Sunday, September 9 to Thursday, September 13?

'A Gnome for Transparency' Issues a Warning

An Irish-New Zealander will set the scene. Jeremy Pope, a barrister, ethicist and co-founder of the London-based anti-corruption Tiri² Network³, will open the Convention with a dire warning for recordkeepers: "The absolute need to protect the profession from those who would undermine it."

A staunch proponent of "transparent governance", Jeremy Pope is a man who knows a lot about corruption ... he's been fighting it since his early days as a lawyer at the Supreme Court of New Zealand. He has served as anti-corruption advisor to world and World Bank leaders, a global reputation that, in 1999, earned him the admiring title of 'A Gnome for Transparency International' from the US-based *Executive Intelligence Review*⁴.

A trustee of London's International Records Management Trust (IRMT)⁵, he campaigns for records, too, and last year called for greater constitutional protection from political interference for national chief archivists⁶.

An American Archivist With Attitude Takes George W Bush to Task

Another campaigner for records is American archivist with attitude, Thomas Connors, the Senior Curator of the Broadcasting Archives at the University of Maryland⁷. He's bringing political controversy to the Convention with damning allegations of improper recordkeeping policies of United States President, George W Bush.

Connors intends bringing evidence of what he sees as the lame duck US administration's...

- 'careful control of access to information';
- 'far-ranging warrantless surveillance of communications', and
- 'manipulating public information for political ends'.

From the Country that Hates Lawyers but Loves Lawsuits

More lighthearted, but with just as serious messages for recordkeepers, are presentations by two US law firm partners, Jonathan Redgrave and Lori Ann Wagner, (see their entertaining article about email and the movies elsewhere in this issue of *IQ*).

Redgrave and Wagner will bring warnings of the culture of fault litigation, which is seemingly rapidly spreading globally. Redgrave, chairman of the Minneapolis, Minnesota partnership, Redgrave Daley Ragan & Wagner, with 14 years' experience in records litigation, previews his paper with the breezy comment: "America hates lawyers, but loves lawsuits".

"For better or worse," he says, "you're probably aware that in the United States people say that they hate lawyers; but they sure seem to like lawsuits. Increasingly, these lawsuits have run head first into records management challenges in the electronic age.

"Indeed, the efforts required to discover evidence have become overwhelming in light of the enormous volumes of electronically-stored information that now gather in dusty digital corners everywhere.

"Believe me, we find revealing things in these corners, often stuff we weren't even looking for. It appals the litigants. It's dreaded, bitter to them, but it's bread and butter to us."

But Lori Ann Wagner (her initials are, appropriately, LAW), has some answers for the besieged recordkeeper. She insists: "Records managers are critically important to helping modern business organisations get it right."

With that message, she brings word of help from organisations like one she works with, the Sedona Conference⁸, a decade-old institute of jurists, lawyers and academics studying law and policy on antitrust, intellectual property and complex litigation, founded in Sedona, Arizona, but making waves worldwide.



Hinureina Mangan



Jeremy Pope



Natalie Ceeney



Chris Hoyle



Jonathan Redgrave



Lori Ann Wagner



Thomas Connors

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The UK's National Archives Chief Says "Change the Business Agenda"

The view from Europe will be up-beat, too. Chief Executive of the United Kingdom's National Archives, Natalie Ceeney, makes her first public appearance south of the Equator with a forecast, Beyond Records Management: The role of a National Archive in the 21st Century, in which she'll be putting forward a new, radical view of the future of records management.

She says: "I'll be arguing that the traditional approaches we've all had to records management need to change in the increasingly complex digital world we're in and the pure focus on records management and historical archiving is no longer going to be sufficient for national or, potentially, local archives."

It'll be a new approach from a newcomer to recordkeeping who is revolutionising the profession. Appointed only 18 months ago controversially by British Prime Minister Tony Blair, Natalie Ceeney has a clear view of the future for her institution and recordkeeping.

A graduate of Cambridge University and the international McKinsey and Co management consultancy, she last year told *IQ*⁹: "We must change the agenda for business to accommodate the information flood. These are exciting times to be in information management and I couldn't think of a better place to be sitting right now than in this hot seat at National Archives."

Recordkeeping and Indigenous Peoples

And so it will go on ... three days of discussion, lectures, controversy, ethics, practice and example. There will be information from former Archives NZ manager now IRMT consultant Michael Hoyle on 'Records, Development and Freedom: the role of recordkeeping in poverty reduction strategies in Africa'.

The Director of the Indigenous Academic Unit at Jumbunna Indigenous House of Learning, University of Technology Sydney, Professor Martin Nakata, the first Torres Strait Islander to graduate with PhD from an Australian University, will discuss Recordkeeping within Aboriginal communities.

And from New Zealand's indigenous people, the Director of Information Management at the Maori language tertiary education institution, Te Wananga o Raukawa, Hinureina Mangan, will speak on the special challenges and value of records as taonga to the mana¹⁰ and credo of Maori.

Secretary General of the Pacific Region Branch of the International Council on Archives (PARBICA), Evelyn Wareham, will talk about the increasingly volatile Pacific Island communities' challenges from records management in a paper, 'Getting Leaders to Listen in the Pacific Islands'.

Ms Wareham, now Manager, Government Recordkeeping at Archives NZ, was formerly a programme officer with the ICA Secretariat in Paris. She has personal knowledge of the Pacific region from her MA studies, her German Colonisation in Samoa thesis and book, *Race & Realpolitik: the Politics of Colonisation in German Samoa*, published by Germanica Pacifica, a research unit of Auckland University.

And there will be much more.


The Learning Goes On!

Standards, legislation, values, responsibilities, good practice, data warehousing, usability, competencies, topic mapping, change management, all will be debated and deployed at the 24th

International Convention.

In addition, on the day following the Convention, the RMAA's New Zealand Branch will hold workshops - pro-active learning events lead by some of the top Convention speakers on wide subjects like influencing senior management, litigation and discover, Web design, local government record keeping, and preparing for e-migration.

There aren't 5, 10 or 20, but dozens of reasons to be in Wellington from September 9 to 13. And that's not counting the touring and holiday thrills awaiting delegates and their families afterwards.

Where will you be in September? Come and join us. Be informed, be entertained, and network with the leaders in our profession. To make your Convention plans, visit the RMAA website for the complete programme and booking details: www.rmaa.com.au/natcon2007/index.cfm. 

The Author

In addition to chairing the RMAA 2007 Wellington Convention committee, **Mike Steemson**, ARMA, is principal of the Caldeson Consultancy in Wellington and a member of *IQ*'s Editorial Board.



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Finding a Fit: EDRMS & Your Organisation

By Jackie Bettington, ARMA, and Trish Wichmann

In the inaugural issue of the RMAA's *Information & Records Management Annual (iRMA)*, the authors advise how to prepare an organisation for an electronic records management system (EDRMS). Here, in Part 2 of their 3-part series, they continue their EDRMS implementation story.

An EDRMS is one of the few information systems that are rolled out to all personnel in an organisation. Its implementation is as significant as implementing document authoring tools such as the Microsoft suite of applications, for the first time.

Yet the scope, complexity and cost of an EDRMS is often underestimated or downplayed. Typically it will require significant capital investment of more than \$1 million¹. The full visible costs of



implementing an EDRMS is typically \$1200 - \$4000 per staff member, depending on the size, scale and information maturity of an organisation².

Of this amount, planning and preparation will absorb at least 65% of the cost³. Failure to plan well and to demonstrate a good return on investment in an EDRMS can certainly be a career-limiting move.

In the first article in this series, we argued that the success of EDRMS implementations may be hindered by inadequate and ineffective planning. We also considered the importance of industry standards, establishing the scope of the EDRMS initiative, aligning it with business drivers and selecting the most appropriate implementation approach – ‘big bang’ or ‘incremental’.

Here, we examine the planning and development phase of an EDRMS initiative. Given the availability of commercial off the shelf (COTS) EDRMS products, this article is limited to planning and developing these

products, rather than designing and developing new custom built EDRMS products..

1. The Planning Process

Implementing an EDRMS represents a significant change for any organisation and requires a substantial investment over the full lifespan of the product.

The benefits of implementing an EDRMS take time to be realised, and are typically intangible benefits that are difficult to measure⁴. It is also evident that any corporate application has a limited life.

The majority of the products used to manage records 10–15

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years ago are no longer available, and those that are, are usually being phased out by developers and decommissioned by clients.

This highlights why an EDRMS project needs to be considered as a technology-enabled business initiative. An organisation will always need to make, keep and use documents and records, but the technology used to achieve this will change.

Similarly, a product may undergo a significant upgrade once every 3 to 4 years. The transition effort involved in each major upgrade is potentially as much as the initial implementation effort.

To demonstrate the life cycle planning approach, an analogy with the Boston Consulting Group (BCG) Matrix and the eDRMS product life cycle is represented in Figure 1. Each phase represents specific characteristics of the full scope of an EDRMS initiative.

The first phase, represented by the question mark, is characterised by uncertainty of EDRMS acceptance. The resources required are significant compared to the benefits realised.

The second phase is characterised by the diffusion of the EDRMS within an organisation and its integration with other business information systems, applications and processes. In

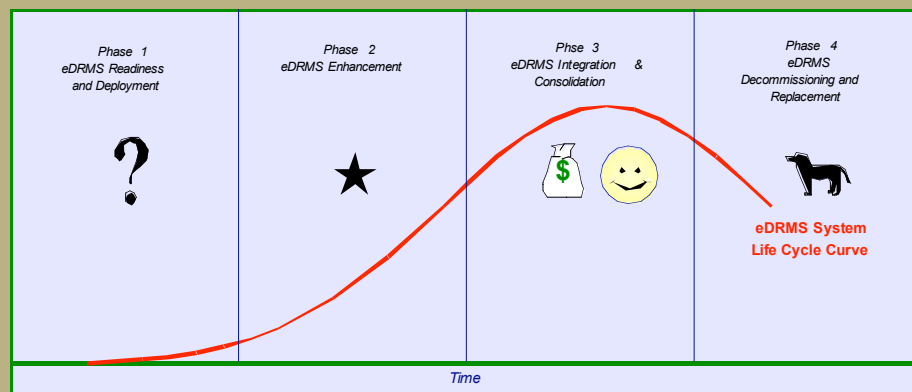


Figure 1: EDRMS life cycle and organisational value

Figure 1 it is characterised by the star because this is when the benefits may be understood (but not necessarily realised) and the EDRMS is championed within the organisation.

The third phase comes when the EDRMS has matured and is embedded into the organisation's business systems and processes. It is at this point that the benefits are being realised and the relative costs diminishing.

The final stage is when the EDRMS product is in decline and there are more costs than benefits in continuing to use that particular product. At this point the EDRMS is regarded as a 'dog' that needs to be superseded. Once this occurs, a new product life cycle commences.

To accurately plan and develop an EDRMS implementation it is necessary to consider the complete system lifecycle of the product selected and the direction and maturity of the information management programme. This may seem daunting and require a crystal ball, but like any future projections it is indicative and, when done well, provides a firm basis for informed and accountable decision-making.

Up-to-date information on the product life cycle for EDRMS and related technologies and specific EDRMS products is readily

available, often for a fee, through industry research organisations such as Gartner and Forrester. It may also be found in professional information management and information systems literature.

Given the importance of an EDRMS initiative from both the longevity of the product and the scope of change it potentially brings to an organisation, it is critical that the planning process includes key stakeholders and champions, who are informed, realistic, accountable and focused.

It is also important to ensure there are quality review mechanisms included in the planning process. These provide credibility and a basis for generating trust and support for the EDRMS. This is critical to ensure stakeholders accept, champion and commit to the initiative over the longer term so they accept that it will take time, many resources, persistence and a concerted effort to realise the benefits sought.

There are many best practice planning and project management methodologies for EDRMS initiatives including PMBOK produced by the Project Management Institute, Prince II and the designing and implementing records systems (aka the DIRKS method) in AS ISO 15489 Records Management.

These methods typically provide great value in planning and deploying an EDRMS, but, from the authors' experience, do not provide the level of substance and guidance required to consider full EDRMS life cycle management.

While there are many reasonable and understandable explanations for this, it does present difficulties for those leading EDRMS initiatives. An alternative is to consider a programme management approach and consider the EDRMS within the broader context of an organisation's information management programme and the portfolio of projects – immediate past, present and future.

Again, this is not easy, but to ensure an EDRMS initiative matures and becomes a cash cow or the golden child of the organisation it is critical to consider the full time, space and business context of the initiative, not just the immediate system

deployment.

Yes, this will be an ambiguous task that can only be validated over time, but it is necessary to ensure the complexity of an EDRMS is understood and expectations of benefits and costs are realistic and achievable.

It also provides an opportunity for contingency planning and to instil the need for flexibility and adaptability as things change. For example, building in system future upgrade costs into the cost benefit analysis provides an opportunity to flag future resourcing requirements, so the decision-makers are not taken by surprise when another EDRMS funding request is submitted in a few years time.

2. EDRMS Readiness and Deployment

As discussed in Part 1 of this series, the vast majority of organisations adopt an incremental approach because it provides an opportunity to learn from mistakes and to reduce the impact of change on the organisation.

It also enables resourcing allocations to be phased and dependent on the completion and/or success of the previous stage. The Table opposite provides a summary of the typical stages, activities, deliverables and milestones associated with Phase 1:

EDRMS Readiness and Deployment.

Although the stages shown are fairly standard, the activities, deliverables and milestones may vary in sequence and may be omitted from specific initiatives.

Likewise, additional activities, milestones and deliverables may be included in specific initiatives. This is because an EDRMS initiative is context dependent and given that records are a by-product of business activity⁵, then it stands to reason that every EDRMS initiative will be determined and shaped by the document and records management requirements of the organisation's business activities, level of document and records management maturity and capability, and the cultural climate of the organisation.

The Table identifies what is typically included in a successful EDRMS initiative and provides a generic checklist for ensuring the basics are covered.

3. EDRMS Implementation Trends and Observations

Unfortunately, nothing is ever as simple as a checklist implies. Typically an EDRMS is implemented to support compliance requirements and to establish control over documents and records as determined by the records management experts within an organisation.

Often the upshot of this approach is resistance by non-records management personnel who regard the EDRMS as an imposition because it is another system and set of tools and procedures they have to do on top of what they already do.

Many end-users will acknowledge the value of being able to access a corporate collection of documents and records compared with the smaller pool of documentation available in a manual system or through the use of shared drives. However, there is often much end-user scepticism of the value of an EDRMS, with many seeing the costs (their time and effort) outweighing the benefits.

However, an EDRMS serves many purposes and may be implemented in a myriad of different ways. It is critical to truly understand the internal and external environment in which the EDRMS will be implemented and how it will benefit the organisation. Once this is understood then the EDRMS initiative may be recast as a business-focussed initiative that is recognised as an enabler of business activity, rather than a 'filing system for electronic stuff'.

The trigger for EDRMS is typically compliance or the need to get some basic control over the disparate document storage systems and practices evident in any organisation. These are important reasons for implementing an EDRMS, but they are hardly likely to excite the critical mass needed to ensure the system is embraced so it becomes an organisational star.

Many end-users in a compliance or records management driven EDRMS initiative regard it as a 'necessary evil' or refer to it in terms not suitable for publication. But is this situation a case of good intentions poorly executed? Are there better ways to achieve compliance and improved document and records management without putting the end-user offside and jeopardising the longer-term success of the EDRMS initiative? We believe so.

The power of an EDRMS is in its capacity to truly embed document and records management activities into the day-to-day work practices of any individual or group within an organisation.

Combined with business process analysis and workflow design, the capture and control of a document may be embedded into how people do their jobs and may be used as a catalyst to improve their jobs.

Success has been found in marketing an EDRMS initiative not as a 'Records Management Project' or an 'IT Project' but as a 'Red tape Reduction Project' or a 'Business Project'. In these cases, the focus is on using document and records management tools,

systems and processes to solve business problems first and in doing so, embed document and recordkeeping requirements into those business processes.

To illustrate this, a recent case study on the implementation of an EDRMS in Roanoke Valley Juvenile Detention Center in the US claims that the Detention Center

'...was able to automate the creation, retrieval and access of every form, while meeting state documentation requirements. Instant access to information has improved relationships between the staff and detainees and allows the center to better respond to parental questions. With an ROI of only eight months, the centre continues to realise savings of 7000 man-hours annually.'⁶

'The automation works in the background, making the new system very easy for the entire staff to understand and learn. The records storage room is gradually being eliminated, along with the need to spend 2-3 days per year sorting and purging 2-3 truckloads of information.'⁷

'As an administrator, I am now able to instantly access disciplinary documentation stored in Docuware and explain the situation to upset parents without having to put them on hold or return their call. This is an aspect which has gone a long way to improve the perception of detention and the level of professionalism at our facility. It's made parents more responsive and allows them to feel that their child's important and not falling through the cracks.'⁸

While this case study refers to a specific EDRMS product, many other EDRMS packages can offer the same functionality and benefits.

The key to organisational success is to embed the EDRMS into the business and let the business drivers determine the focus and substance of the initiative. It is acknowledged that this approach may not work well for every business process; it can work well for many of them such as more routine or regulated processes or those processes that are or could be forms driven.

The key is to select processes that are of value to the business and may be readily improved through the combined application of the EDRMS, workflow design, and information management tools and standards.

While the organisation in the case study above appears to have enjoyed the benefits almost immediately and the EDRMS has become a star within only eight months of deployment, many organisations have to persist with their implementations a lot longer before realising measurable corporate-wide successes.

4. Conclusion

Planning and developing an EDRMS is a significant activity in terms of time, cost and effort. However, it is a critical phase because it establishes the foundations and pathway for the entire initiative. There is a high risk from a change perspective, as user resistance may be encountered unless they can clearly see why it is worth them persisting with the change effort.

While many EDRMS initiatives follow a pattern similar to that provided in our Table, the essence of success is how well aligned to the business the EDRMS initiative is. Given the potentially lengthy product life cycle and the intangibility of many benefits (particularly when the EDRMS is embedded into authoring and search tools to a point where it may be barely visible to the end-user) the actual success or otherwise of an EDRMS initiative is difficult to measure.

In the next issue of *IQ*, we will discuss how an EDRMS may be enhanced and consolidated to become the organisational star it deserves to be. We will also discuss how the records manager may also prepare for the day when the EDRMS becomes a dead dog and he or she may need to become the EDRMS undertaker.

Finding a Fit - Stages 1-4

Stage 1: EDRMS Foundations – establishing a core document and records management capability and maturity to facilitate the transition to an EDRMS

Activities

Review and Realign D&RM¹ Program

Establish IM Tools

Plan for D&RM

Establish Policy and Procedure Framework

Undertake business process analysis and workflow design

Common Deliverables and Milestones

- Baseline D&RM performance and compliance survey and report
- Baseline D&M performance and compliance report
- D&RM Program Plan
- D&RM Service Delivery Model
- D&RM Resource Management Plan
- D&RM Framework of Policies, Standards and Procedures
- Preliminary D&RM Structure and position descriptions
- Core Project Team established
- Preliminary Training Program designed and established
- Business Classification Scheme
- Thesaurus
- Disposal Schedule
- Security Classification Scheme
- Security and Access Matrix
- Naming and Numbering Standard(s)
- Function/Organisational Structure Matrix
- Metadata Standard
- Recordkeeping Requirements Specification for Business Information Systems
- Strategic D&RM Plan
- Operational/Business D&RM Plan
- Vital Document & Records Protection Plan
- Training Plan
- Recordkeeping Compliance and Document and Records Management Performance Plan
- Revised D&RM Program Plan
- Revised D&RM Resource Management Plan
- Revised Service Delivery Model
- EDRMS Business Case
- Revised Policy, Standards and Procedures Framework
- Recordkeeping Policy
- Supporting Recordkeeping Policies e.g. Appraisal and Disposal Policy
- D&RM Procedures
- Business Rules to support D&RM workflow and systems design and configuration
- D&RM Technical Standards e.g. Technical standard for archival digital documents or quality standards for document imaging
- Current state baseline report, future process report and workflow business specifications

Stage 2: EDRMS Technology Acquisition – Identifying the requirements and selecting the technology to meet these requirements

Activities	Common Deliverables
Formalise EDRMS Requirements	<input checked="" type="checkbox"/> EDRMS business and technical requirements specification(s)
	<input checked="" type="checkbox"/> EDRMS Tender Documentation
Familiarise team with available technology and EDRMS experiences of other organisations	<input checked="" type="checkbox"/> EDRMS market and product research report or eDRMS Environmental Scan Report
Acquire EDRMS	<input checked="" type="checkbox"/> Procurement Plan and Report
	<input checked="" type="checkbox"/> Proof of concept completed
	<input checked="" type="checkbox"/> EDRMS product(s) purchased
	<input checked="" type="checkbox"/> EDRMS product licence
	<input checked="" type="checkbox"/> Contract with system integrator

Stage 3: EDRMS Implementation Planning and Preparation – preparing the organisation and setting up the technology for EDRMS deployment

Validate Business Case	<input checked="" type="checkbox"/> Revised Business Case
Establish governance and management framework	<input checked="" type="checkbox"/> Project/Program Governance and Management Framework document
Plan Project	<input checked="" type="checkbox"/> Project Plan and Schedule
	<input checked="" type="checkbox"/> Stakeholder Analysis
	<input checked="" type="checkbox"/> Governance and Management committees' terms of reference approved
	<input checked="" type="checkbox"/> D&RM performance and compliance survey and report completed
Establish project team	<input checked="" type="checkbox"/> Project team established
	<input checked="" type="checkbox"/> System Integrator and other external contractors or consultants appointed
Develop supporting plans	<input checked="" type="checkbox"/> Risk Management Plan
	<input checked="" type="checkbox"/> Change and Communication Plan ²
	<input checked="" type="checkbox"/> Training and Development Plan
	<input checked="" type="checkbox"/> Risk Management Plan
	<input checked="" type="checkbox"/> Benefits Realisation Plan
	<input checked="" type="checkbox"/> Technology Infrastructure Plan
	<input checked="" type="checkbox"/> Investment Plan
	<input checked="" type="checkbox"/> Data Migration Plan
	<input checked="" type="checkbox"/> System documentation processes and templates established
Establish Technology	<input checked="" type="checkbox"/> Test, production, training, sandpit and back-up environments established
	<input checked="" type="checkbox"/> Customisations designed and developed
	<input checked="" type="checkbox"/> System configured, tested, accepted and documented
	<input checked="" type="checkbox"/> System support (business and technical) services established
Review and Realign system with program, policies, procedures, processes, tools and standards	<input checked="" type="checkbox"/> All D&RM policies, procedures, program, tools, standards, processes and systems are aligned
Migrate Data	<input checked="" type="checkbox"/> Metadata mapping completed
	<input checked="" type="checkbox"/> Data cleansed and prepared for migration
	<input checked="" type="checkbox"/> Data conversion scripts completed
	<input checked="" type="checkbox"/> Data migration tools acquired and tested
	<input checked="" type="checkbox"/> Data migration tested
	<input checked="" type="checkbox"/> Data migrated

Train users in the EDRMS

- ☑ All training programs developed and training materials prepared
- ☑ All users trained in the EDRMS at the appropriate level and in a timely manner
- ☑ Follow up training and support provided

Stage 4: EDRMS Deployment – Rolling the system out according to the organisation's implementation approach

Implement plans

- ☑ Project reports

Assess deployment

- ☑ Surveys and reports

Transition to operational management

- ☑ Support and Maintenance Plan
- ☑ Support and maintenance contracts with relevant parties established
- ☑ Post-implementation review plan finalised
- ☑ EDRMS deployment completed

The Authors




Jackie Bettington, ARMA, Principal Consultant and Director, Integrated Business Improvement Services (IBIS), in Brisbane, has over 15 years professional experience and holds post-graduate qualifications in information management, business, heritage and education.

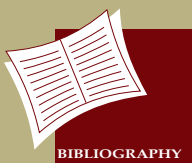
In 2004, Jackie completed the MBA program at Queensland University of Technology where she specialized in strategy, policy, governance and leadership. In addition, Jackie has completed formal training in business process re-engineering, change management, project management, information technology management, human resources management and workplace training.

Jackie regularly presents papers at national conferences and publishes articles in management journals.

Trish Wichmann, Principal Consultant and Director with IBIS, has over thirty years professional experience in the public, private and education sectors, and holds tertiary qualifications in business, specialising in recordkeeping.

In addition, Trish has considerable experience and formal training in EDRMS implementations, assessment and workplace training, project management, thesaurus compilation and is an accredited TRIM trainer. Trish has presented papers at several national and interstate conferences.

The IBIS team is an enthusiastic client-focussed group of professional information managers who aim to collaboratively deliver real business results for their clients and to contribute to improved professionalism within the information management sector. 



BIBLIOGRAPHY

1 Gartner Inc., R-12-6295, 20 February 2001, p. 7

2 These figures are based on the authors' collective experience in eDRMS projects in Australia over the past 8 years. This experience has spanned private and public

sector organizations in Tasmania, New South Wales and Queensland. This is confirmed by industry literature research (See bibliography for more information) and interviews with project managers in 10 other organizations in Australia.

3 Gartner Inc. IDM article, number R-12-6295, 20 February 2001, p. 4

4 For a compressive discussion and practical guidance in identifying and measuring benefits from an eDRMS refer to the National Archives

(UK), Guidelines for the Realisation of Benefits from Electronic Records Management, September 2004.

5 The International Standards Organisation in AS ISO 15489 states that records are "recorded information in any form, including data in computer systems, created or received and maintained by an organization or person in the transaction of business and kept as evidence of such activity".

6 Docuware, Detention Centre Saves 7,000 Man-hours a Year, www.docuware.com.

7 Docuware, Detention Centre Saves 7,000 Man-hours a Year, www.docuware.com.

8 Docuware, Detention Centre Saves 7,000 Man-hours a Year, www.docuware.com.

From a World-Beating Ambulance System to Saving School Records, 2006 Hamer Awards Recognise Recordkeeping's Best

The 2006 Sir Rupert Hamer Awards for excellence in Victorian state government recordkeeping, which are unique in Australia, were presented in a ceremony in Melbourne in December.

The annual Hamer Awards are conducted by the Public Records Office of Victoria (PROV) in association with the Public records Advisory Council (PRAC), with sponsorship from the Victorian Branch of the RMAA.

Inner Budget Agency

The **Category Winner** was the **Department of Education and Training** for their *Closed School Project*. After the closure of hundreds of Victorian Government schools, thousands of boxes of unprocessed school records were delivered to the Department of Education and Training's basement vaults.

The project designed, developed and implemented an information resource database about schools and their entity changes. This resulted in the transfer to PROV of 1,060 boxes of irreplaceable records dating back to the late 19th century.

A **Certificate of Commendation** was awarded to the **Department of Justice** for their *'Southern Cross Records Project'*.

Involving the amalgamation of 1,900 Department of Justice staff members from multiple CBD locations to the new Southern Cross building, this project resulted in a 50% reduction in work-related material in less than 12 months, the creation of more than 15,000 TRIM files, and the return of 16,000 files to central registry.

Outer Budget Agency

The award went to the **Metropolitan Ambulance Service**, for developing the *Victorian Ambulance Clinical Information System (VACIS) Project*.

VACIS is considered the world's most sophisticated, integrated ambulance clinical data collection and information system. The system's fully integrated handwriting recognition facility allows paramedics to record patient details and treatments given either by keyboard, or by simply writing on the screen with a "pen".

Information is stored in an enterprise-level relational database, which also incorporates Victorian Ambulance's Computer Aided Dispatch system and the Mobile Data Network.

This functionality allows for sophisticated cross-referencing and the provision of high-quality data for research and reporting.

Local Government Authorities

The **City of Whitehorse** won for their *Pathway/TRIM integration* project, which enabled the seamless exchange of information between the Council's core system, Pathway, which handles customer requests, applications, infringements and licensing – and the EDRMS, TRIM.

Information is now created in Pathway, captured by and stored in TRIM, and retrieved via Pathway. The City of Whitehorse is the first council in Australia using this integrated facility to its full extent.

A **Certificate of Commendation** went to **Greater Shepparton City Council** for *Moving Memorabilia Madness*, which aimed to increase the cultural awareness of the history of Greater Shepparton.

The project is the first of its kind in Victoria, with no other Victorian council having electronically documented their memorabilia and making it available for loan to local historical societies.

Regional/Rural Agency

This was won by the **Department of Sustainability and Environment**, for their *Archiving of Regional Land Office Plans* project.

To increase Land Office plan accessibility, 4,800 plans from across the state were scanned and distributed to each regional location of the Department of Sustainability and Environment.

This project has ensured long-term protection of historical information on plans, and removed duplication of information updates from land status changes. Customer service has improved by information provision in multiple locations, and the redirection of \$400,000 annually to other activities.

Small Agency

A **Certificate of Commendation** was awarded to the **Victorian Institute of Teaching** for their project *Flight of the Hummingbird*.

This involved a move from a shared network drive to an EDRMS, with the creation of an enterprise-wide business classification scheme, enabling the reclassification of documents on

Objective Renews Article of Year Award Sponsorship


For the third year running, Objective Corporation Limited is sponsoring the RMAA Article of the Year Award.

The Award is made to an RMAA member who authors an article appearing in either the quarterly *IQ* Magazine or in the RMAA's annual publication, the *Information & Records Management Annual*, (*iRMA*), which, in the opinion of the judges, best meets the judging criteria of originality, understanding of the subject, and the ability to transmit that originality and understanding to readers.

The award's judges are the Editor of *IQ* and *iRMA*, an Objective Corporation representative, and a member of the RMAA National Board. All articles by RMAA Members which appear in either journal automatically become eligible for the award.


Last year's winner was Queensland's Elisabeth Wheeler, while the inaugural award was won by Mike Steemson of New Zealand.

Objective's sponsorship covers the administration of the award, the award certificate, and a handsome prize – previously, a top of the range digital camera. The 2006-2007 award will be announced at the RMAA International Convention in Wellington in September.

An Objective Corporation spokesperson said that Objective was proud to be able to continue 'to play a part in rewarding excellence in publishing in our industry' via its sponsorship of the RMAA award. 

Objective

IQ Article of the Year
AWARD

the shared network drive and migration to the EDRMS. Time taken to retrieve information has been reduced, and all files have a retention period set at creation. 

RMAA Snapshot:

The People Who Help Make Us Tick.

Christopher Colwell, National Director

At 38, Chris has over 18 years experience in the various information disciplines in Australia and the United Kingdom. For the last 10 years he has been responsible for implementing records and information management programmes in public sector agencies, from the arts to finance.

As an RMAA National Director and past Secretary of the NSW Branch, Chris is passionate about professional education issues. He himself holds an Associate Diploma of Arts (Library Practice), a Bachelor of Applied Science (Information Studies) and a Master of Arts (Information & Knowledge Management).

As the inaugural recipient of the RMAA's Records Management Research Grant he is currently concluding his 2-part research into professional ethics in the Australasian recordkeeping industry - the interim results were published in *iRMA*.

Chris has published articles and presented papers on ethics in information management as well as on subjects as diverse as professional education, systems of classification, change management, metadata strategies and recordkeeping compliance.

TRUE CONFESSIONS

IQ asked Chris some personal questions:

A little known fact about you? I used to work for the BBC in London.

How did you get started in the industry? I'd just returned to working at the Sydney Opera House library after 2 years leave without pay, during which I had worked and lived in London. I guess I still had itchy feet from the all the traveling and soon after I got back applied for an internal secondment to become the OIC, Records.

Goal yet to be achieved? Starting (and completing) my PhD.

Word that best describes you? Passionate.

I don't think any of my fellow directors or Branch Councillors would disagree with that.

The thing you like best about your job? Mentoring, training and supporting staff and watching them succeed and grow both professionally and personally.

The thing you least like about your job? Filing.

The most important lesson you've learned? You have to be honest with yourself first in order to be honest with others.

Your motto for life? An old Spanish proverb - A life lived in fear is a life half lived.

The award/honor you're most proud of? I think it would have to be my Bachelor's Degree. It was nearly 4 years of part-time study which at times nearly killed me - so much so I nearly gave up at one point. But I stuck with it, and am the first in my family to be awarded a university degree.

The book that has influenced you most? That's a hard one. Lots of books have affected me in different ways. If I had to name one I would say Emotional Intelligence by Daniel Goleman.

Your favourite movie/s? The Star Wars series

Your favourite singing artist? At the moment it's Robbie Williams.

Your favourite restaurant/dining experience? So far, a brilliant September evening in 1991. I had Saltimbocca alla Romana and a glass of Chianti at a lovely restaurant right on the Grand Canal in Venice. A magic evening, one I will never forget.

Your favourite holiday spot? The Greek Islands. But anywhere in Europe would do!

Your favourite way to spend free time? I'd have to say it's having good company with good food, a great location, lively conversation and a decent bottle of red wine.

Your business philosophy? That a vital part of being an information professional in the




21st century is to continually develop and innovate. I challenge myself by developing new skills and by keeping my knowledge up-to-date, and encourage others to do the same. I also try to continually improve the programmes I manage - nothing is ever finished, it's always 'subject to continuous improvement'.

Your personal measurement of success? Knowing that I have done my best - whatever the situation - and have had fun along the way.

Your ambition for the RMAA? Like all the directors, I want the RMAA to be recognised as the pre-eminent professional body for records and information management in the region. This is our mission as an association and we are aiming to achieve this through our programmes. I personally believe that this will only come if we can gain recognition of the profession by business and the wider community and we continue to raise our educational and professional standards. A number of programmes in the current strategic plan are very definitely aimed at raising our public profile.

The subject of your address to the RMAA International Convention in Wellington in September? I'll be delivering the final results of my research. It is a condition of the RMAA Research Grant that the results are distributed widely to the profession, and what better way to do that than at the Convention.

Your secret dream? To live and work overseas again for a few years - perhaps even do my PhD full-time at a University in the UK. 


DID YOU KNOW?

By Kristen Keley, RMAA Marketing & Event Manager

The RMAA has an online Gift Shop which contains a variety of interesting and quality RMAA branded items ranging in price from \$10.00 to \$55.00, with all prices including GST and Postage.

The RMAA Board has directed branches to ensure that any gifts they wish to give, such as a thank you for speakers, comes from the gift range.

However, anyone can order the items which make great prizes and gifts for staff or even for you. To keep them fresh and interesting three new products will be added each year and suggestions are welcome. If we take you up on your suggestion and you are the first to suggest it, you will receive the item free.

Orders can be placed by simply sending your details and order to RMAA Head Office, at admin@rmaa.com.au. An order form is available at the bottom of the gift shop page which you can get to from the RMAA website home page by holding your mouse over the Membership button until it expands, and then clicking on the last listed item 'Gift Shop'. 

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What

Chatter box

Heard

By The Informer

Why Joe Hockey MP Wasn't Speechless

Cuddly Joe Hockey, Liberal MP for North Sydney and John Howard's Minister of Human Services, threw a recordkeeping cat among the archiving pigeons last November announcing to Canberra's National Press Club: "I will seek to destroy old paper customer records that are no longer required."

'Hit him on the head with a disposal schedule', shouted the listservs. RMAA CEO, Kate Walker, hit him with a stern, official letter 'identifying our concerns'. A Human Services spokesman hastily explained to *The Australian* newspaper: "We are exploring the extent to which records can be digitised or destroyed."

How quickly records awareness has faded. A decade ago, the tyro MP was enriching his emotional maiden speech to the House of Representatives with a flurry of historical records. Very proud of the address, he displayed a verbatim transcript and a video on his personal website, www.joehockey.com, showing all the 19-minute dissertation and the end-piece huddle of MPs congratulating him.

In that speech, Mr Hockey used the 1917 World War One charge of 800 Australian 4th Light Horse troopers "hurtling through the smoke and dust towards the Turkish stronghold of Beersheba", the 1689 writings of "father of Liberalism" John Locke, the thoughts of 18th Century philosophers Adam Smith and Jean Jacques Rousseau, and Australian Prime Minister Sir Robert Menzies, among others.

If recordkeepers ancient and modern had discarded those records as no longer required, Jolly Joe would have been absolutely speechless.

No Records for Kiwis' 'Big One'

New Zealand's capital, Wellington, lies on a major earthquake fault line that, any time from now to the year 2307, will produce another 'Big One', so seismologists say.

Kiwis prepare for the cataclysm with phlegm and the occasional exercise to see how emergency services might cope, or not. Last



MHR Joe Hockey

November, much of the NZ public sector was involved in a 2-day mock-up, 'Capital Quake', to test responses to an imaginary Richter Scale 7.6 point trembler causing 1-metre ground heave, 530 deaths, 2,500 other casualties and disabling much of central government

Included in the exercise were Civil Defence, Foreign Affairs, Defence, Police, Fire Services, the Reserve Bank, Uncle Tom Cobbley and all. All, that is, except Archives New Zealand and any records management departments.

RMAA NZ Branch members seeking a role to test record access continuum and preservation were told: "No records management expertise is wanted."

One wonders how many international disasters it will take to shake the bureaucratic little, flightless birds with the long sticky beaks into realising that without records, nothing works for long.

Records No-No's at the Shires

Information availability does not equal information acceptability. Last November, Hornsby Shire Council on Sydney's North Shore swiftly removed citizen signatures and addresses from Web pages showing planning department Development Applications (DAs) after protests from ratepayers.

Newspapers quoted NSW Privacy Commissioner Philippa O'Dowd's legal warnings and named a clutch of other councils that also published personal details in DA displays.

A note for Hornsby's hirsute General Manager, Robert Ball, et al: 1st RM truth: IT sure knows lots about the 'T' but bee-all about the 'I'. 2nd RM Truth: It may be a public record but it doesn't have to be published.

Blame A Recordkeeper For Your Christmas Cards

Christmas is almost forgotten. The festive fowl, corny carols and jolly jugs are but foggy memories. Now comes the annual problem of what to do with and who to blame for all those dusty Christmas cards.

For the record, The Informer can reveal that they're largely the fault of British recordkeeper Sir Henry Cole, who, as Assistant Keeper of Public Records in 1840, commissioned a greetings card to send to his contacts. Henry and his friends were so taken with the result that three years later, a thousand were printed and sold; the world's first commercial Christmas cards.

Coming Up

In The May 2007 issue of *IQ*...

- RIM Technology - the problems and the opportunities.

The copy deadline is April 1. Submissions on any subject welcome, to editor.iq@rmaa.com.au



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CALLING FOR SUBMISSIONS

Publish Your RIM Case Study in *iRMA* 2007-2008

The RMAA is seeking records and information management Case Study submissions from government agencies, private companies, academics and individual consultants to be considered for inclusion in the 2007-2008 issue of the RMAA journal, the *Information & Records Management Annual*, or *iRMA*.

Just as numerous industry authors shared their valuable experiences, lessons and insights with us in the 2006-2007 issue of *iRMA*, all practitioners in the field are again encouraged to submit proposals.

RMAA members whose case studies are published will have the work credited to their CPD status, and their published work will also be automatically eligible for the Objective RMAA Article of the Year Award.

New authors are especially encouraged to submit. First-time author Elisabeth Wheeler not only had her case study published in the last edition of *iRMA*, it went on to win her the 2006 Objective RMAA Article of the Year Award.

If you have recently managed or are managing an interesting RIM project, your industry peers will benefit from your experience, while you enhance your reputation.

Download a proforma from the RMAA website, www.rmaa.com.au

Or, to discuss a potential submission, contact:

Kristen Keley, RMAA Marketing & Event Manager,
marketing@rmaa.com.au

Or, Stephen Dando-Collins, Editor, *IQ* Magazine,
editor.iq@rmaa.com.au



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