

iQ

RIMPA LIVE WRAP-UP

50TH BIRTHDAY
CELEBRATIONS

RIMPA

THROUGH

THE DECADES



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Contents



VIEW FROM THE CHAIR	
Thomas Kaufhold, MRIM, Chair of the Board, RIMPA	4
MEMBER UPDATE	
Member update	5
INDUSTRY NEWS	
Aboriginal History Archive Goes Digital By Mike Steemson ARIM	6
BOOK REVIEW	
Leading Well: 7 attributes of very successful leaders. Review by Chris Holmes MRIM	8
SPECIAL FEATURE: 21ST CENTURY RECORDS SECURITY CHALLENGE	
Unchartered Territories for the Information and Records Management Professional By Linda Shave	10
PROV Map Warper: The online tool built through knowledge sharing By Natasha Cantwell	14
The Psychology of Cybercrime By Craig Grimestad	17
Interview: Adoption over Regulation - Prioritising people before rule Catherine Nicholls interviews Linda Tran	18
Vendor Commentary: Making security a priority in digital transformation By Paul Lamb	20
RIMPA THROUGH THE DECADES	
1969 - 1980 By Tom Lovett	22
1980 - 1990 By David Moldrich	24
1990 - 2000 By Peta Sweeney	26
2000 - 2010 By Chris Fripp	28
2010 - 2019 By Chris Holmes	30
RIMPA LIVE: WRAP-UP	
RIMPA Live Wrap-Up	32
Award Winners	38
NEGOTIATION SKILLS	
Negotiation Skills: Getting What You Need and Being Persuasive By Philip Taylor	40
ANNUAL REPORT	
RIMPA 2018-2019 Annual Report (abridged)	46
VENDOR DIRECTORY	
RIMPA Vendor Directory	50
EVENTS	
Strategies for Going Digital Workshop	52
MEMBER PROFILE	
Jim Shepherd MRIM Life	53



THOMAS KAUFHOLD
MRIM, CHAIR OF THE
BOARD, RIMPA

“The first inductee into the Hall of Fame is Tom Lovett, founder of RMAA/RIMPA. It was a privilege to have Tom attend the dinner and personally receive the award.”

VIEW FROM THE CHAIR

I am writing this fresh from the RIMPA Live 2019 convention held in Melbourne with thoughts lingering about the event. It is pleasing to report that attendance at this convention has been the highest for 10 years and the positive feedback has been gratefully received

The convention also celebrated RIMPA's 50th Birthday with a Gala Dinner held at the Crown Casino, providing the main focus for the celebrations. It was the first time RIMPA awarded national winners from the outstanding recipients honoured in most Branches. Given the passage of 50 years the Board decided that it was appropriate to establish a Hall of Fame. The first entrant into the Hall of Fame is Tom Lovett, the founder of RMAA/RIMPA. It was a privilege to have Tom attend the dinner and to personally receive the award and provide some wise words for all in attendance during his acceptance speech. It is also a privilege to feature Tom on the cover of this edition of iQ and to read his contribution in the *RIMPA through the Decades* feature section in which he reflects on the years 1969-1980.

RIMPA Live provided the opportunity for the Branch and Chapter Presidents to meet and discuss the operations of RIMPA, the Board's initiatives and for Branches to have an opportunity to raise concerns or provide feedback on all matters. I see this as an important forum to ensure that the Board remains aware of local issues and that Presidents remain in touch with governance obligations and strategic objectives.

The Annual General Meeting held during RIMPA Live 2019 saw the approval of a major piece of work, that is, a complete review of the Constitution. The new Constitution is easier to read, more streamlined and provides the sort of flexibility we need to adapt to the changing circumstances and demands placed on the Board. The Constitution will be formally reviewed every three years to ensure that it remains relevant.

My thanks and appreciation go to the members of our Governance Branch (GABA) who put in long hours and much effort to complete this important work. It was no easy task.

Since the last edition of iQ, the Board has increased its focus on education and has taken the first steps for RIMPA to become a Registered Training Organisation (RTO). This process will take some time to complete with the expectation that RIMPA will be a registered RTO before June 2020. A number of post graduate courses from around the nation are due for accreditation in the next 18 months and RIMPA will be working in conjunction with ASA and ALIA as part of our collaborative MOU to have these completed. Training workshops are continuing in 2020 with a plan to focus on regional areas.

The main focus of this edition of iQ is aptly RIMPA Live, although let me alert you to the sub-theme, which looks at the 21st Century Records Security Challenge. As the storage of data and information becomes more complex and larger, perhaps beyond imagination, so does the challenge to protect it from infection and illegal use. The articles on cyber security provide timely updates and information on what is happening in this space.

My thanks and appreciation go to the volunteers at Branches, Chapters and elsewhere who have contributed so much to RIMPA.

Lastly, my thanks to our staff who have worked tirelessly to support our members and industry, and for delivering a great convention. The Association has come a long way over the last 12 months, and the vibe around this is intoxicating.

As this is the last iQ before the year's end, I extend you all best wishes for the holiday break and a happy and productive New Year.

Member Update

It has been a busy few months in membership with the lead up to RIMPA Live. Many new members joined to reap the benefits of member prices to attend RIMPA Live and we also welcome a few more members who joined the convention as non-members.

The state of Victoria has continued to be the most active, and we welcomed 12 new Companies and four Individual Members.

With the renewal stage now finished, we look forward to concentrating on all of our member benefits over the next few months including events, training, industry information and anything else you may need!

Congratulations to all our professional members who successfully submitted their CPD for the 2018-2019 Membership Year. We thank you for your patience in managing our new system and look forward to smooth sailing for the next CPD Year.

Congratulations to the following Professional Members on their upgrades:

NEW CORPORATE COMPANIES

- ACT
- iCognition
- Department of Defence - Records Management
- Policy
- Civil Aviation Safety Authority
- InfoMaya Pty Ltd
- NSW
- Information Pty Ltd
- RecordPoint
- Siller Systems
- Cancer Australia
- nbn co limited

NT

- Darwin Port
- Latitude 12

QLD

- Dept. Health Corporate Information Management

TAS

- City of Hobart

VIC

- VicTrack
- Maribyrnong City Council
- Goulburn Valley Water
- Barwon Health
- Note Printing Australia Ltd
- The Gordon TAFE
- National Disability Insurance Agency
- Southern Metropolitan Cemeteries Trust
- Victorian electoral commission
- Micro Image
- Compu-Stor VIC
- National Australia Bank

WA

- Serco Fiona Stanley Hospital
- NEC Australia Pty Ltd
- The Corruption and Crime Commission

NZ

- New Zealand Defence Force

NEW INDIVIDUALS

- ACT
- Monica Arango - Indigenous Business Australia
- NSW
- Chrisi Pashley - Hayes Information Systems
- Dianne Baxendale
- Paul Battle - Goulburn Mulwaree Council
- Karen Stitt
- Shannon Queree - Sydney Water

QLD

- Colleen Gyde - North Queensland Bulk Ports

SA

- Diane Velasquez
- Shane Wilkinson

VIC

- Sandra Gillam - Victorian Aboriginal Child Care Agency
- Annette Bretag - Australian Red Cross Blood Service
- Jarrold Harvey - National Australia Bank
- Alison Woollard - Mount Alexander Shire Council

NZ

- Tangi Te Mapu Maihi
- Sanjay Pasupuleti - Reserve Bank of New Zealand

STUDENT MEMBERS

NEW STUDENT MEMBERS

- Liliane Alexandrino

NEW 1ST YEAR STUDENT MEMBERS

QLD

- Ashlee Lawrence

VIC

- Jason Anderson
- Ann-Louise Handran
- Amy Holden
- Rochelle Wiltshire

- Consulting
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Aboriginal History Archive Goes Digital



Researchers at Melbourne's Victoria University are building the Aboriginal History Archive (AHA) which, they say, will be Australia's first archive of resources that alters the current colonial bias in Aboriginal political history.

BY MIKE STEEMSON ARIM



The archive comprises thousands of rare photos, videos, campaign ephemera, press clippings, and manuscripts that document the country's Black Power and self-determination movements, and other key events.

Since 2017, the material has been digitised and categorised for an online database with the support of the Australian Research Council. It is the centrepiece of VU's Aboriginal and Torres Strait Islander Research conducted within its Moondani Balluk Indigenous Academic Unit.

A VU media release said that digitisation opened up enormous opportunities for understanding contemporary history for Aboriginal and non-Aboriginal Australians, educators, students, historians, academics and new generations of activists.

Much of the content was gathered over more than 50 years by VU academic and historian Professor Gary Foley, AHA's Chief Investigator who is of Gumbainggir descent. He was a key figure in the self-determination movement that emerged in the early 1970s and helped to establish the 1972 Aboriginal Embassy. Other materials have been donated by individuals and community organisations.

“...digitisation opened up enormous opportunities for understanding contemporary history for Aboriginal and non-Aboriginal Australians, educators, students, historians, academics and new generations of activists.”

The evidence captured in the research achieved top impact ratings in the Australian Research Council's first Engagement and Impact Assessment National Report earlier this year.

Dr Edwina Howell, one of the Archive's Chief Investigators, says the AHA enables greater accuracy, understanding and validity in research and analysis in Australia's Indigenous social, political and cultural activity than previously possible.

“The AHA offers the material upon which the dominant version of post-invasion Australian history can be challenged, reappraised and rewritten. It contains the documentation not only of exploitation, repression and suffering, but also, more importantly, of Aboriginal struggle, confidence, pride and innovation.”

Future plans for the AHA include targeted classroom curriculum to highlight significant chapters in Aboriginal history that were previously misrepresented.



Gary Foley



LEADING WELL

SEVEN ATTRIBUTES OF VERY SUCCESSFUL LEADERS

Good leadership affords an individual the opportunity to make a significant difference to strategic and operational vision, direction and expected outcomes.

REVIEW BY CHRIS HOLMES MRIM

Leading Well: Seven attributes of very successful leaders by David Pich and Ann Messenger focuses on illustrating how respect, integrity, emotional intelligence, inspiration, conversation, self-awareness and decisiveness; proffer the very best in professionals at a leadership level.

The book further demonstrates how one can transform from a manager to a leader and from a mediocre leader to a great leader. It implores the individual to focus on each key area and applies real-life examples to daily situations, seeking to demonstrate how one can achieve a better outcome as a leader by analysing each attribute and applying it in the individual's workplace.

By 'walking the walk', and 'talking the talk', David Pich and Ann Messenger motivate the most junior or senior leader to learn from the leadership styles of successful leaders in business, and inspire others to become better work colleagues. Each of the chapters of the book has important things to say but it is taking the package as a whole that provides the most insight and direction. Whether you are already in a senior position or aspire to get there, you'll find a great deal of value in this book.

“...as leaders we must be mindful of doing the right thing and standing by that decision much like our gut instinct, while remembering that once integrity is lost for whatever reason it is one of the most impossible attributes to regain...”

“...successful leaders are the most advantageous by simply saying what you mean, and meaning what you say.”

The second in a series on Leadership by the Institute of Managers and Leaders, the book is the culmination of a member survey which identified those attributes that a leader must hold in order to succeed at every level of leadership.

Leading Well: Seven attributes of very successful leaders offers useful and practical suggestions moving from the theoretical to practical (assisting the reader with easy-to-follow step-by-step guides and other diagnostic tools).

The first chapter by Pich and Jamie Getgood invites the reader to explore the 'respect' attribute and asks the reader to be empathetic and listen to colleagues. By embracing cultural change and differences, this chapter centres the reader to understand and consider all the options, rather than simply agreeing.

Following this, is a chapter on 'integrity' by Michelle Gibbings, which discusses issues of ethics and demanding and competing stakeholder relations and how these can cause unnecessary personal tension and interaction in the enterprise/business. The old age adage of 'conviction and courage to do right', to 'integrity akin to trust', is one of the most crucial in effective leadership. Meaning that as managers and leaders we must be mindful of doing the right thing and stand by that decision much like our gut instinct, while remembering that once integrity is lost for whatever reason, it is one of the most impossible attributes to regain.

Susanne Berhrendt's chapter explores Emotional Intelligence (EI) or Emotional Quotient (EQ) and how

these features should be elemental for a leader at any level to succeed. Complete with case studies, it explores EI/IQ concepts and provides tools for managers at all levels to measure EI within the workplace. As a final word on this chapter, effective leaders who harness high levels of awareness of self and others, and have positive influence and self-management have the crucial attributes in a workplace to reduce stress and burnout.

The chapter on Authenticity further builds on the previous chapter, by asking the reader to align those thoughts, words and actions. This chapter asks the reader to 'craft' a leadership style that works for the individual. Defining purpose/mission is at the forefront of what we do as leaders and then sharing/clarifying what we mean. Effective and successful leaders are the most advantageous to an organisation and for those they mentor by simply walking the 'walk', talking the 'talk', saying what you mean, and meaning what you say.

Sam Bell's chapter on 'inspiration' asks the reader to find an equal balance between transactional and transformational leadership and the ability to inspire others. Like previous chapters, it links EI/EQ with similar characteristics that link intelligent leadership to employee satisfaction and performance. This chapter provides the most junior or senior leader with strategies to enhance leadership by considering the investment in effective high-level communications, integrity and trust, recognising achievement and establishing opportunity to achieve a mature continuous improvement environment.

In similar fashion, the chapters: Conversation, Self-Awareness and Decisiveness, round out the 7 attributes.

In the chapter titled 'Conversations, five effective leaders', present how cumulatively the attributes are applied in their role as senior leaders, the interactions and the effectiveness they play in the culture and environment of their respective organisations. Principally concentrating on integrity, inspiration and emotional intelligence, the leaders all identify that effective management starts with searching within oneself to identify individual

leadership styles, as John Buchanan Coach of the Australian Cricket Team states 'values, principles and cornerstones'. It is these that a leader does not compromise, otherwise they will be seen to be a person of questionable integrity'.

The final chapter, an in-depth exploration on decisiveness, deals with one of the most difficult issues. In what can be described as the pivotal test for an effective manager or leader, having to think critically about final decisions. Kernoczy and Challenor challenge even the most junior or seasoned leaders to consider a path to decision making based on definition, analysis, consultation and evaluation.

Whether you are at the beginning of your leadership journey or well on the road, *Leading Well: 7 attributes of very successful leaders* will constantly challenge and invite the reader to evolve to be the very best leader possible. There will be at least one chapter, if not all, that will resonate with every reader.



ABOUT THE AUTHOR
CHRIS HOLMES is an experienced information management practitioner and consultant,

and was recently elected Branch President for RIMPA Victoria. She holds postgraduate qualifications in Records and Information Management, Archives, Information Security & Risk, and Museum Studies. Working in Information Management in the Private and Public sectors over the last 15 years, Chris has considerable experience at both the operational and strategic level of encompassing all aspects of Records Management, Information Technology, Information Security and Risk Management, Archives Management, Librarianship and Business Administration.

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21st Century Records Security Challenges

– Uncharted Territories for the Information and Records Management Professional

BY LINDA SHAVE

The presence of cybercrime has given rise to a vast number of cyber security legislative, regulatory initiatives and jargon. The full impact has yet to be seen. However, one thing is certain this paradigm shift will provide challenges for information and records management professionals.

21ST CENTURY RECORDS SECURITY CHALLENGES

Once upon a time information and knowledge was contained in books and stored in libraries. When the barbarians attacked the books were moved for security and stored in heavily fortified monasteries for protection. Thanks to the internet and modern technology the barbarians have morphed into cybercriminals and hackers who no longer wait outside the fortified gates. These contemporary barbarians reach across the globe to tap you on the shoulder with a digital finger, spreading malware, viruses and bad bots. All such attacks are aimed at infecting your systems and stealing information as part of their cyberattacks.

The exponential growth of data and the large amounts of complicated and unorganised data sets have become so large and complex, that they have not only become awkward to work with, they have become a security challenge. These data sets can combine structured, unstructured and semi-structured data which can be collected from multiple sources such as smart grids, and citizen/customer digital transactions.

See Table 1.

TABLE 1 – BREAKDOWN OF THE 3 DATA TYPES STRUCTURED, SEMI-STRUCTURED AND UNSTRUCTURED

DATA TYPE	DESCRIPTION
Structured	Fixed Layout Defined Content Consistent Formats
Semi-Structured	Unknown Layout Defined Content Variable Formats Tabular Data
Unstructured	Unknown Layout Variable Content Multipage Documents

Enterprises are now using fast, iterative processing and intelligent algorithms to translate these large amounts of complicated and unorganised data sets into meaningful insights. The use of intelligent algorithms, artificial intelligence and machine learning is becoming an essential component of new products and services which are forming part

of the present-day advancements. However, with these advancements the challenges for the security of data and the privacy of individuals will continue to grow. Cybercriminals will continue to experiment with new tools and techniques to find a way to attack the internet of everything (IoE), network systems, personal devices, smart grids, cyber physical systems, sensors and objects.

21st century records security challenges are complex and deserve to be discussed. This article will introduce information and records management professionals to a range of terminologies used across a number of fields, in order that, information and records management professionals can better understand the different jargon and participate in future discussions. So let's start with what do we mean by the terms, artificial intelligence, intelligent algorithms and machine learning. (See Table 2).

In brief, artificial intelligence (AI) works by combining large amounts of complicated and unorganised data sets, then using fast, iterative processing and intelligent algorithms to curate and translate that information into meaningful insights.

These meaningful insights are also providing the capacity for machine learning, allowing the artificial intelligence system to learn automatically from patterns or features found in the data.

WHAT IS MEANT BY CYBERATTACK, CYBERTHREAT, CYBERCRIME, CYBER RISK AND CYBER SECURITY?

A cyberattack is an attempt by hackers to damage or destroy a computer network. A cyberthreat in the context of computer security is the possibility of a malicious attempt by hackers and villains to attack a personal computer, computer network, computer information system or infrastructure in order to steal, alter or destroy data or information systems.

Cybercrime also called computer crime is the use of a computer as an instrument to further illegal ends, such as committing fraud, stealing identities or violating privacy.

Cyber risk is the risk of financial loss and damage to an enterprises reputation as a result of a cyberattack. Cyber security or information technology security on the other hand are the techniques of protecting computers, networks, programs and data from unauthorised access or attacks, damage or unauthorised access.

Table 3 provides a brief description of the differences between cyberattack, cyberthreat, cybercrime, cyber risk and cyber security.

SOME COMMON CYBER SECURITY TERMINOLOGIES?

In contrast to traditional records and information management security activities such as collecting, managing, protecting and disposing of enterprise digital records, the focus of cyber security is on protecting information assets from an advanced threat and vulnerabilities that are neither easily detected nor easily remediated.

Table 4 introduces the reader to some of the most common terminologies used in the realm of cyber security.

TABLE 2 – BRIEF DESCRIPTION OF TERMS - ALGORITHMS, ARTIFICIAL INTELLIGENCE AND MACHINE LEARNING

DATA TYPE	DESCRIPTION
Intelligent Algorithms	A process or a series of instructions for performing a calculation or solving a problem. Intelligent algorithms can perform calculation, data processing and automated cognitive tasks. Intelligent algorithms form the basis for everything a computer can do and are therefore a fundamental characteristic of all artificial intelligence (AI) systems.
Artificial Intelligence	Artificial Intelligence (AI) is the ability of a computer program or machine to think, learn and imitate human intelligence.
Machine Learning	Machine learning is a method of data analysis /statistical process that starts with a body of data and tries to derive a rule or procedure that explains the data or can learn from and improve with experience to make predictions or solve problems.

TABLE 3 - BRIEF DESCRIPTION OF THE DIFFERENCES BETWEEN CYBERATTACK, CYBERTHREAT, CYBERCRIME, CYBER RISK AND CYBER SECURITY

DATA TYPE	DESCRIPTION
Cyberattack	An attempt by hackers to damage or destroy a computer network. The list below represents some of the most common cyberattacks methods: <ul style="list-style-type: none"> • Denial-of-service (DoS) • Distributed denial-of-service (DDoS) • Drive-by Download • Email Phishing • Social engineering • Spearphishing • SQL injection See Table 4 for a more comprehensive list of cyber security terminologies.
Cyberthreat	A cyberthreat, in the context of computer security is the possibility of a malicious attempt to attack a personal computer, computer network, computer information system or infrastructure. These threats are aimed at causing serious damage or disruption. Threats can be instigated by using various methods to steal, alter or destroy data or information systems.
Cybercrime	Cybercrime is also known as 'computer crime'. Cybercrimes are the result of unlawful/illegal acts by cybercriminals. Cybercrime is where a computer is used as a tool to commit fraud, steal identities, steal data and/or violate privacy. The exponential growth of business digital data and the evolving tactics of cybercriminals continues to increase the chance of a security breach involving the theft of sensitive data.
Cyber Risk	Cyber risk means any risk such as financial loss, disruption, damage or destruction of assets as a result of a cyberattack threat exploiting a vulnerability.
Cyber security	Cyber security are the techniques, processes and skills needed to protect and safeguard computers, networks, programs and data from unauthorised access or attacks.

TABLE 4
SOME COMMON CYBER SECURITY TERMINOLOGIES

Adware is software that displays advertisements on your computer. These Pop-up advertising programs are commonly installed with freeware or shareware.

Advanced Persistent Threat (APT) is a type of targeted attack. APTs are characterised by an attacker who has significant resources to plan an infiltration into a network. These attackers (for example organised cybercriminals) are usually seeking information, rather than financial data. APTs are persistent in that the attackers may remain on a network for some time. APTs should not be confused with botnets (see below). Botnets are usually opportunistic and indiscriminate attacks seeking any available prey rather than specific information.

Backdoor Trojan allows someone to take control of a user's computer without their permission. A backdoor Trojan may pose as legitimate software to fool users into running it. Alternatively, as is increasingly common, users may unknowingly allow Trojans onto their computer by following a link in spam email or visiting a malicious webpage. (Also see Malware).

Bot and Bad Bot; bot short for 'robot' is a type of software application or script that performs automated tasks. Bad bots perform malicious tasks that allow an attacker to remotely take control over an affected computer using malware. Once infected these machines may also be referred to as Zombies.

Botnet is a collection of bots working together to infect computers. Once a computer is infected with malicious software bot, the hacker can control the computer remotely over the Internet.

Brute force attack is one in which hackers attempt a large number of possible keyword or password combinations to gain unauthorised access to a system or file. Brute force attacks are often used to defeat a cryptographic scheme, such as those secured by passwords. Hackers use computer programs to try a very large number of passwords to decrypt the message or access the system.

Critical infrastructure security
Critical infrastructure describes the physical, cyber systems and assets that are vital to government, enterprises and the economy which if compromised their incapacity or destruction would have a debilitating impact on our economic security, the public or safety. Critical infrastructure security are the processes and protections undertaken to prevent a critical infrastructure cyberattack.

Denial-of-service attack (DoS) prevents users from accessing a computer or website. In a DoS attack, a hacker attempts to overload or shut down a service so that legitimate users can no longer access it. The interruption to the service can be damaging and costly to government and the enterprise.

Distributed denial-of-service attack (DDoS) is a large-scale attack that typically uses bots in a botnet to crash a targeted network or server.

Document malware takes advantage of vulnerabilities in applications that let you read or edit documents which have not been scanned for viruses. By embedding malicious content within a document, once you open the document, the malware enables hackers to exploit vulnerabilities in the host systems. Common examples of document formats that may contain malware include MS Word, Excel, PDF documents etcetera.

Drive-by download is when software, often malware, downloaded onto a computer from the Internet without the knowledge or permission of the user. Malware exploits vulnerabilities in a user's browser (and browser plugins) in order to infect their computer.

Endpoint is any computer device on the network, including servers, desktops, laptop computers, tablets and/or smartphones.

Endpoint security software protects computers or devices against a wide range of security, productivity and compliance threats, and lets you centrally manage the security of multiple endpoints

Exploits can be embedded into data files, web pages and documents. Exploits take advantage of a vulnerability in an operating system or application. Usually an exploit takes advantage of a specific vulnerability in an application and becomes ineffective when that vulnerability is patched. Zero-day exploits are those that are used or shared by hackers before the software vendor knows about the vulnerability.

Hacktivism is the term used to describe hacking activities that are typically focussed on political and social affairs. Hacktivism attacks corporations, governments, organisations and individuals in order to redirect traffic, launch denial-of-service attacks and/or steal information to make their point.

Honeypot is a form of trap security specialists use to detect hacking attacks or collect malware samples. Honeypots are frequently used by security specialists or researchers to gather information about current threats and attacks.

Internet worms (also known as worm) are a form of malware that replicates across the internet or local networks. Internet worms differ from computer viruses because they can propagate themselves, rather than using a carrier program or file. They simply create copies of themselves and use communication between computers to spread.

Keylogging is the process of secretly recording keystrokes by an unauthorised third party. Keylogging is often used to steal usernames, passwords, credit card details and other sensitive data by an unauthorised third party.

Malware is a general term for malicious software. Malware includes viruses, worms, Trojans and spyware. Malware enables an attacker to bypass normal authentication to gain access to a compromised system.

Phishing emails: Phishing refers to the process of deceiving recipients into sharing sensitive information with an unknown third party (cybercriminal). In a phishing email scam, you receive an email that appears to come from a reputable organisation, such as a Bank, Government Agency etcetera.

Ransomware is software that denies you access to your files or computer (holds your data hostage) until you pay a ransom.

Social engineering refers to the methods attackers use to deceive victims into performing an action. A low-tech attack method that employs techniques such as shoulder surfing and dumpster diving to obtain sensitive information, such as passwords from a user.

Spam is unsolicited bulk email, the electronic equivalent of junk mail, that comes to your inbox. Spammers often disguise their email in an attempt to evade anti-spam software.

Spearphishing Spearphishing is targeted phishing using spoof emails to persuade people within an organisation to reveal sensitive information or credentials. (See Spoofing email).

Spoofing (Email) is when the senders address of an email is forged for the purposes of social engineering

Spyware is software that permits advertisers or hackers to gather sensitive information without your permission.

SQL injection is an exploit that takes advantage of database query software that does not thoroughly test for correct queries. Cyber criminals use SQL injection along with cross-site scripting (XSS) and malware to break into websites and extract data or embed malicious code.

Trojan (Trojan horse) are malicious programs that pretend to be legitimate software, but actually carry out hidden, harmful functions. A Trojan program pretends to do one thing, but actually does something different, usually without your knowledge.

Virus is a malicious computer program that can spread to other files. Viruses can have harmful effects such as displaying irritating messages, stealing data, or giving hackers control over your computer.

Vulnerabilities are bugs or flaws that exist in software programs that hackers exploit to compromise computers. Security vulnerabilities are commonplace in software products, leaving users open to attacks. Vendors, when aware of the problem, create and issue patches to address the vulnerability.

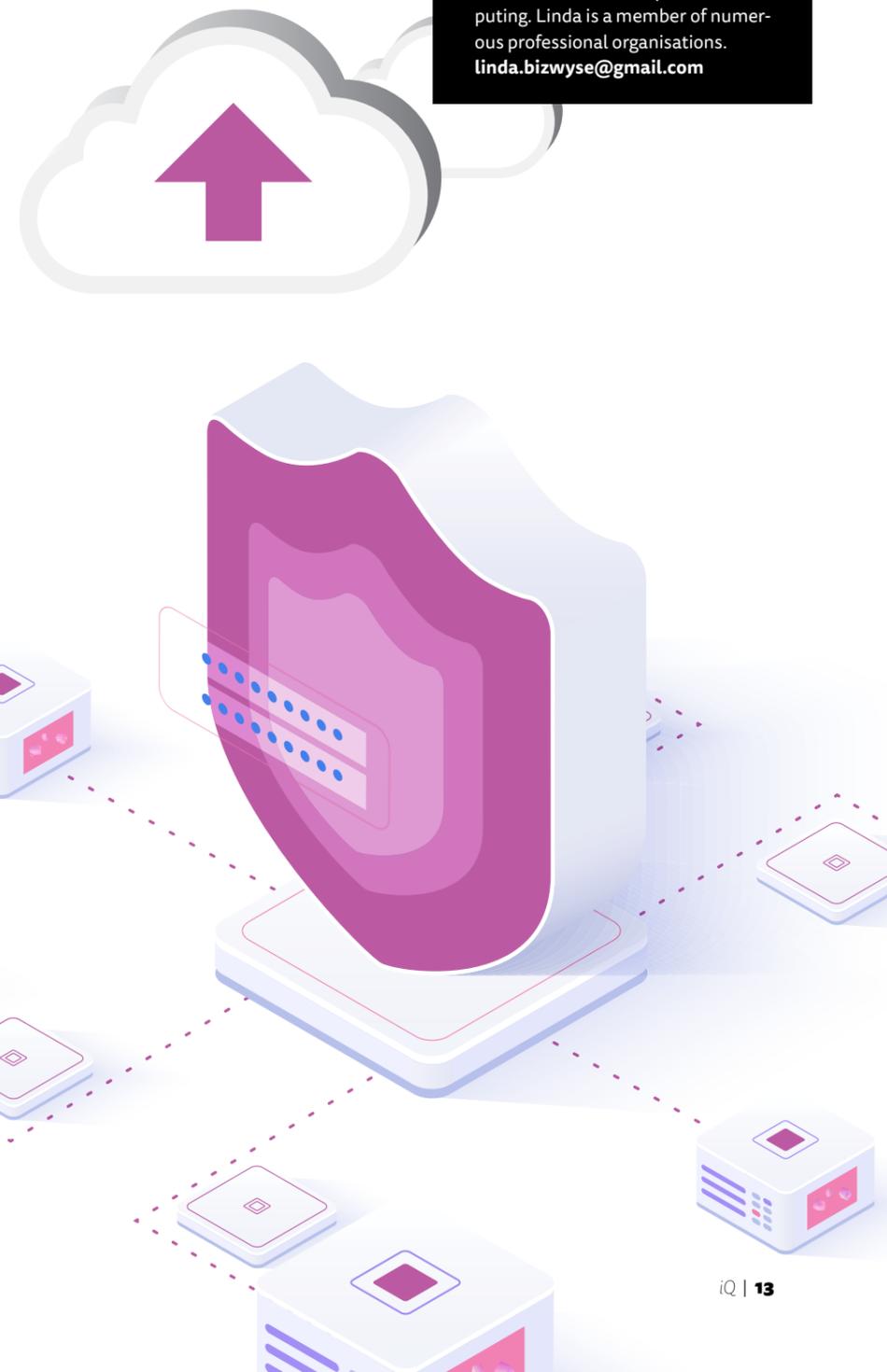
Worm: See Internet worm.

Zombie is an infected computer that is remotely controlled by a hacker. It is part of a large group of compromised computers called a botnet. Once a hacker can control the computer remotely via the Internet, the computer becomes a zombie. Zombies are commonly used to send spam, launch denial-of-service attacks and infect other systems. (See Bot and Botnets).

HOW IS CYBERCRIME EVOLVING?

Cyber security and privacy concerns will continue to grow as software-as-a-service (SaaS), cloud computing and the Internet of Everything (IoE) continue to advance. The growing interconnectivity between sensors, information sources, enterprises, individuals and the gargantuan amount of data being created and collected globally is providing opportunities for cybercriminals and hackers. Coupled with this is the exponential growth globally of macro-technology trends such as artificial intelligence, machine learning, blockchain, data analytics and algorithms. This amorphous landscape is ubiquitous and will fuel the continued evolution of cyberthreats and cybercrime.

In today's data driven environment and with this exponential growth of cyberthreats the issue around cyber security is no longer just an IT issue, it is an enterprise cyber risk issue. A cyber risk issue that requires an enterprise cyber security strategy. A cyber security strategy should be viewed as a central business function and therefore include creating a cyber-aware culture.



Cyber security is not only a technical challenge it is a complex multi-faceted issue that requires a cyber security readiness workforce. This is an important opportunity for records and information management professionals to become 'cyber-aware' and get involved in and have a say in your enterprise cyber security strategy.



ABOUT THE AUTHOR
LINDA SHAVE is acknowledged as a thought leader and architect of change. She is a researcher, consultant and author on topic areas such as intelligent information management, artificial intelligence, robotic process automation, privacy and security. Linda is a gold laureate winner for Government Innovation and has an interest in data science, robotics and quantum computing. Linda is a member of numerous professional organisations.
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PROV Map Warper:

The online tool built through knowledge sharing

BY NATASHA CANTWELL

Public Record Office Victoria's (PROV) collection contains a rich resource of nineteenth century Victorian maps and plans, spanning Melbourne's suburban plots through to lonely country roads in the mountains, but the challenge for PROV has always been how to make the information contained within these maps easily accessible to an online audience. Building the software and preparing the data to enable this to happen seemed like a monumental task, but with the help of different online communities of developers and volunteers, PROV have been able to create a new online tool that not only makes maps easier to search, but is bringing them to life in engaging ways.

In this article we look at how the new PROV Map Warper tool was built, and in particular how utilising open source software and public crowd sourcing can help improve access to a collection, and ensure economic viability and efficiency, without sacrificing the collection's security.

What is Map Warper?

Map Warper is a web-mapping tool that turns pixels into real geographic information through a process called rectification. Markers are placed on the historic map and on corresponding points in a real-world, online map. The software then aligns the markers with the correct latitude and longitude values and the result is an overlay of the historic image on top of the contemporary location. By adjusting the opacity of the historic map, the viewer can visualise how an area has evolved over time. In addition, once the software has pinpointed the map's exact location, it becomes searchable by current place names.

The tool's creator, UK-based Geospatial Developer Tim Waters works with cultural institutions worldwide to create Map Warper websites specific to their unique map collections. Earlier this year Waters collaborated with PROV's Communications and Online Engagement Team to create www.mapwarper.prov.vic.gov.au.

EMBRACING OPEN SOURCE

Using open source software tools, as opposed to bespoke application development, is part of a global trend towards knowledge sharing which allows the ideas of the many to be distilled into one application that can be used, modified and shared by everyone. Waters is an enthusiastic supporter of open source software, particularly OpenStreetMap, which is built by a community, much like Wikipedia. Map Warper is similarly non-proprietary and utilises OpenStreetMap as the base map for locating current day locations. Waters says that despite the large amount that has been written about the risk of freely accessible aerial and satellite imagery being used for criminal activity, you do not hear much about the positive aspects, such as "the huge benefit the imagery has given for making maps of developing countries, particularly after a disaster".

Waters is part of the Humanitarian OpenStreetMap Team, an online community that uses OpenStreetMap to trace over satellite imagery for towns and rural areas that do not have easily accessible online maps. The newly created maps can then be used by aid organisations when planning how to get supplies and volunteers quickly into these areas.

What makes the Humanitarian OpenStreetMap Project a success is the number of volunteers involved in its development, each contributing what they can. Crowd sourcing and

open source software can sometimes be the only way to make a project economically feasible, as was the case with PROV's version of Map Warper. The software itself draws on individual open source components, intellectual investment amounting to thousands of hours of development. If PROV were to build their own version of the PROV Map Warper without the collaborative approach of open source, the time and cost involved would have made this project prohibitively expensive.

Government departments and agencies across Australia are moving towards open source software as their preferred option, and not just because of the obvious benefits to speed up development and keep project costs down. There are additional security advantages because by exposing the source code and allowing it to be modified and enhanced by interested developers, there is a level of testing, bug fixing and hardening that very few companies would be able to provide when creating proprietary software. It is also a safe long-term solution, as it provides a malleable model for responding to security threats and the flexibility of not being locked into a vendor.

However, Kate Follington, Manager, Communications and Online Engagement at PROV believes it is important to choose prudently when using open source software. The

sustainability of the software relies on a healthy collaborative community maintaining the functionality and ensuring regular security updates. If developers lose interest, then the software can become vulnerable to security threats. Follington felt comfortable working with Map Warper because it had the endorsement of substantial public institutions like the New York Public Library and the National Library of Australia. It is a testament to Map Warper's success that the New York Public Library's Map Warper website has been active and popular for 10 years.

INVOLVING ONLINE COMMUNITIES TO ENHANCE MAP METADATA

PROV's lead on the project, Online Engagement Officer, Asa Letourneau worked with Waters to build a PROV version of the Map Warper site. Creating the site was an easy process but it was time consuming compiling a new dataset of geospatial metadata for the initial upload of four thousand parish plans to pinpoint (using a centroid data point) an initial 'rough' estimate for the location of each map. A team of eight PROV volunteers spent three months collating the key data, namely contemporary equivalent location names for historic parish names and corresponding latitude/longitude coordinates.

"...the newly created maps can then be used by aid organisations when planning how to get supplies and volunteers quickly into these areas."

Once the maps and metadata were uploaded and the site extensively tested, PROV opened up the collection to the general public to 'rectify' the maps. Rectification is a manual process, and while it only takes about fifteen to thirty minutes on average to rectify a map (much less for the historically savvy and well-practiced PROV volunteers), this time mounts up if you consider the volume of parish plans uploaded into the application. However, with the ability to crowd source this task, nearly all 4000 parish plans uploaded in June were rectified within three months. The project was enthusiastically taken up by PROV volunteers, local historical societies and map aficionados across the world.

"... a lot has been written about the risk of accessible satellite imagery used for criminal activity, you don't hear about the positive aspects, such as making maps of developing countries, particularly after a disaster."



Kate and Asa in the archives



YERTO PARISH PLAN

Anyone with an Internet connection could participate without needing specific knowledge of the area, although some of the more sparsely detailed rural maps did benefit from the keen eye of local Victorians.

When it comes to storing the new information provided through crowd sourcing, maintaining data integrity is a key concern. PROV's core digital archive is stored using an immutable object storage platform, meaning that the original records can never be deleted or modified. The additional exact geospatial data for each map added by the public into Map Warper will be stored in a digital archive at PROV that will not affect the original provenance of the archived object, it simply enhances the ability for users to search for it and view it on a current map.

CLOUD STORAGE VS ON-PREMISES

With cloud services platform Amazon Web Services being endorsed by the Australian Cyber Security Centre earlier this year to hold 'protected' level information, PROV has been working towards moving their key digital archive systems into 'the cloud.' However, the permanent digital records themselves will still be held on PROV's local servers. Likewise, the decision was made to hold Map Warper content on PROV's substantial on-premises platforms. This is because Map Warper's storage, CPU and memory requirements would make

it an expensive fit for Amazon Web Services due to the intense processing requirements of large map collections. Having large volumes of data held locally also eases PROV's backup obligations.

For Follington, there is the added benefit of ensuring PROV has control over the associated metadata. As she explains, "previous image collections hosted on public cloud based platforms, such as Wikimedia, have resulted in the content being scraped, which means the digital assets may be open to misinterpretation. If they end up being shared or sold by a third party devoid of their contextual information users don't always see the full picture, literally. Our strength as an archive is offering additional historical context alongside digital assets like maps and photographs."

THE FUTURE OF PROV MAP WARPERS

With the rectification of PROV's Parish Plan Collection complete, the next series to be imported into PROV Map Warper will be the stunning, often hand drawn, Historic Map Collection. The preparation to enable the uploading of PROV's extensive collections is a task in itself, however Letourneau also has plans to increase the usability of the application by linking the maps in the PROV catalogue straight through to their overlay view in Map Warper. This project involves replacing the current

way Map Warper identifies each map using its title or catalogue number, with the new unique identifiers PROV is currently creating for each 'Record Item', called a PID or persistent identifier. The new PID system is under development and persistent identifiers will soon be embedded in the webpage URL for items in PROV's new catalogue.

Letourneau is also interested in the possibility of future knowledge sharing: "Given that Map Warper comes with an API, a digital way to transfer large data sets to other institutions like universities, it would be useful to explore importing and exporting of content programmatically. For example, we could provide access to creative developers and other GLAM institutions."

With PROV Map Warper being built by online communities at every stage, from the developers who worked on OpenStreetMap, through to the general public offering their time and knowledge to rectify the maps accurately, it makes sense to open the data up so the process of open sharing can continue.

It is exciting to think about the ways future developers could build on this work, potentially expanding the project in new and unexpected directions.



ABOUT THE AUTHOR
NATASHA CANTWELL is a Communications & Online Engagement Officer at Public Record Office Victoria. She has a background in media, spanning journalism,

advertising and technical writing, and a Post Graduate Diploma in Art and Design from the Auckland University of Technology. Natasha's interest in history lead her to join PROV in 2016, where she works on special projects such as producing the Sir Rupert Hamer Records Management Awards and coordinating internal communications for the Digital Archive Program. She also shares PROV's fascinating collection through #WordOnTheStreetVictoria.

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The Psychology of Cybercrime

Do not trust until verified

BY CRAIG GRIMESTAD

Throughout the ages, mankind has seen an abundance of technological advancements. We have gone from the ox cart to jet travel, candles to electric lights (at the flip of a switch, no less), smoke signals to telephones and radios, epidemics to sanitation and immunisations, water from lakes and rivers to indoor plumbing with running water. We've even gone from local news and entertainment events to worldwide news and entertainment events through television.

All of these prior transformations occurred without enabling and empowering criminal activity. So what happened with the advent of computers and the Internet?

This computer and Internet technological transformation has enabled and empowered criminal activity that can bring harm and even ruin to individuals, companies, governments, and perhaps civilisation as we know it. As individuals, companies and government rely more and more on computers and the internet to do our work, retain our information, and manage our finances. The risk cannot be overstated. Yet, the benefits of this technology transformation are so great that there is no turning back. The risk must be managed.

“There used to be a saying, “trust but verify”. Not with the electronic age. Now the first reaction needs to be “don't trust until verified.”

Spyware
Cybercrime
Hacking Botnets
Worms Phishing Hacker
Cyber Security
Malware Spam

For a time, because of the lack of threats from other technology transformations, there has been an underlying disbelief that (1) this is a real threat, and (2) that this could happen 'to me'.

The disbelief was aided by new terms that came with this new technology, without obvious meaning, that had to be learned and understood over time including: Cybercrime Cyber Security, Hacking, Phishing, Malware, Botnets, Spam, Worms, Spyware.

These terms were not normal to one's vocabulary and not always easily associated to well-known terms like thief, intruder, phony, imposter, swindle, fraud, and counterfeit, allowing confusion and misunderstandings.

As time goes on, and more cybercrimes become public news, the understanding of the real threat, the associated jargon, and the vulnerability improves. As these events are reported, clarity of reporting should be an objective, first to identify what has happened (including the consequences to those affected) and then more importantly clarity about what could have been done to prevent a successful

attack. There needs to be clarity about what a company and individuals can do to protect themselves.

In some locations and cultures, there used to be a time when the front doors of homes were never locked. Today the doors are not only locked, but backed up by a deadbolt. Unfortunately, that needs to be our mentality in the electronic world as well.

To protect yourself and your interests from thieves and intruders, secure everything electronic with a "lock" and then a "deadbolt" whenever possible. For the individual, that means turning off your computer when not in use.

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

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Adoption over Regulation

Prioritising people before rule

CATHERINE NICHOLLS INTERVIEWS FELLOW MONASH UNIVERSITY COLLEAGUE, LINDA TRAN

User adoption is the process of influencing people to buy into a product or service by appealing to their needs. In today's rapidly changing world where 'customer centricity' is key to driving business success, it's becoming more important for organisations to employ 'Adoption over Regulation'. Monash University, Australia's largest university, asked itself the question, 'How can compliance-heavy disciplines, such as Records Management, IT Security and IT Governance, improve user adoption?'

Before exploring this, it's worthwhile getting a better understanding of what adoption is. To use an analogy, 'adoption' is like influencing people to 'board a bus'. If the bus service is easy, convenient, and gets people to their destination quickly, people are more likely to use it. However, if the bus is never on time, slow, or simply not pleasant to sit in, people are likely to seek other options. They may take a car, train or Uber instead. Worse yet, if people are forced to use the bus against their will, they're likely to resist and find ways to avoid it next time.

It's important to reflect on this analogy and think about how we can improve user adoption within our own roles and organisations. Today, it's no longer enough to force people to use a system or simply comply with a set of processes. There needs to be more focus on people and their values. Organisations can easily get caught up with detailed processes and rules, which can overwhelm users and put them off. Often, within the Records Management and IT Security fields, it's difficult to influence people to incorporate necessary compliance activities into their everyday work routine.

Within the IT Security realm, an organisation's people have a key role to play in an effective cyber security strategy. Many of the most basic attacks are avoidable if people follow existing policies and procedures. It's therefore important for IT Security professionals to aim for high user adoption within their organisations.

“Within the IT Security realm, an organisation's people have a key role to play in an effective cyber security strategy.”

One of Monash University's core beliefs is that if something isn't working, challenge it - make a call for collective action, by saying "If you don't like it, change it." In this article, I interview colleague, Linda Tran, about how she challenged the status quo and was able to get a whole division to 'board a bus'. At Monash University, we

both have a compliance focus in our roles - myself as Records Manager, and Linda as a lead in the IT Governance space.

Linda's unique approach to revamping a process and system, choosing to focus on the 'people' side of the process, rather than the system side, led to immediate success.

I wanted to learn more about Linda's journey, and get some real, practical insights into how she achieved effective adoption.

CN: You recently led an initiative that aimed to maximise user adoption of an IT Governance process and system. Tell us about the initiative and the approach you took to help boost user adoption.

LT: This initiative was part of a larger strategic plan to optimise operations and improve customer experience for Monash University staff and students. To enable this, we needed to convince 200+ IT support staff to adopt new work practices and embrace a new toolset. Recognising that we're a 'people business', we consciously chose to take a 'people-first approach' rather than focus too much on technology or process. Understanding people, their psychology and appealing to their needs was an important part of our adoption strategy.

CN: Walk us through the key 'adoption strategy' steps.

LT: The strategy comprised of five steps:

1. Make it easy for people

We provided staff with a simple-to-use, intuitive system to help them do their jobs faster and better. We also cut out unnecessary rules and process steps to remove perceived constraints and motivate staff to adopt new work practices of their own accord.

2. Sell the benefits

We emphasised the value of our solution as it related to staff productivity and customer experience. By focusing on the 'why', people saw the 'value' rather than the 'work'.

3. Cultivate influencers

We recruited a group of dedicated volunteer 'influencers' to help extend our reach. We involved them regularly in planning and decision-making activities and they became powerful ambassadors for our solution.

4. Build quick measures of success

We provided staff with user-friendly, actionable reporting metrics to help monitor and encourage progress. This was beneficial as it enabled staff to build confidence, while empowering them to learn new skills.

5. Promote good news stories in a fun, creative way

We shared compelling staff testimonials in a promotional video as part of a branding campaign. This built trust, credibility in the solution and helped overall buy-in. Also, the decision to use a video to deliver the content was quite deliberate. Videos make great storytellers. They make information more digestible and easier to understand, and are one of the best means to engage an audience quickly.

Overall, we found our 5-step approach to be invaluable. Once applied, the impact was almost immediate. People connected, and as a result we saw an increase in system usage rates within a very short space of time.

CN: 'Adoption over Regulation' was given high importance...

LT: Absolutely. Highly-regulated practices are ineffective on their own. No one likes being forced to do something, especially when there's no

perceived value. When we talk about adoption, we're talking about inviting people to buy into something after seeing the value they're expecting to gain from it. Adoption isn't about finicky technological details or process tasks - it's about people and effective engagement. Once you have these in hand, it makes technology and process adoption much easier.

“As a 'people business', we chose a people-first approach' rather than focus on technology or process.”

CN: What advice would you give someone who is looking to improve user adoption within their industry?

LT: Always look to take a 'people-first' approach. Win hearts and minds by emphasising how your idea or product benefits people and how it will make their lives easier. Look to incorporate practical steps into your adoption strategy and leverage the power of people and relationships where possible. Finally, experiment with creative storytelling techniques. Facts and figures alone can sometimes bore people. Adding stories can help bring a human element to technology and process, making it more personal and impactful.

Observations by Catherine

As a Records Manager, there were many important takeaways from Linda's interview. Her endeavours to position Monash as a leader in this space highlighted the obvious benefits of collaboration. Often in the Records Management field, there is a tendency to think we need to go it alone - that we are so specialised, that there is no one else dealing with the same issues. Although, there are many other industries like IT Security and IT Governance, which are also trying to address very similar adoption

challenges. It's always worth discussing challenges with others in different fields to get new ideas and inspiration, as was represented with Linda's work. The other learning from Linda's project was her emphasis on the human side of the problem, rather than the technology.

In Linda's adoption strategy, the focus was on people and their psychology. The attention was on engagement through effective storytelling and anecdotes. There was very little technical 'how to', and little emphasis on systems or protocols. Too often, records management training or education can consist of long lists of procedures and policy points.

When systems and policy become too distant from anything meaningful or easy to digest for the end user, there is often a disconnect. However, when the benefits are clear and meaning is attached to them, users begin to see value and are motivated to engage. They are compelled to 'board the bus', on their own accord, which becomes a win for us all.



ABOUT THE INTERVIEWER:
CATHERINE NICHOLLS is a records manager at Monash University with

over 23 years experience working in the tertiary records and archives management field. She is also a PHD student in her 'spare time', where she combines her interest in early childhood education and records management to explore family recordkeeping around children.

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ABOUT THE INTERVIEWEE:
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Making security a priority in digital transformation

BY PAUL LAMB

Transforming the way a business stores its historical data can make a business more responsive and agile in the way it responds to market trends and delivers better customer service. It is the difference between trying to sort through 500 files in a box to find a crucial piece of information and making a quick query on easily accessible digital data. The benefits are tangible. However, the transformation is not without challenges and security is one of the primary concerns.

The pace of digital transformation has compromised the ability to fully secure digital systems. Large multinationals and SMEs around the globe struggle to keep their increasingly complex systems safe. This highlights the issue that digital information is as vulnerable, if not more, than paper records. When it comes to compliance in today's highly-networked and digital world, a single misstep can have significant and costly consequences.

WHAT ARE THE DRIVERS FOR GOING DIGITAL?

By moving from tape and paper archiving to storing information digitally, a business can more effectively analyse the data it holds and use these insights for competitive advantage.

The speed of change in product development demands faster, more informed decision-making. For example, the lifecycle of low-tech products is becoming shorter. This means that companies need to understand trends, changing demands and innovate faster. In a landscape enabled by technology, data value is significant.

The move to digital also presents the opportunity to improve productivity. Consumption, rather than productivity gains has fueled GDP growth in the last decade. To achieve continued growth, organisations need to improve the productivity of their workforce. Technology appears to hold the key to implementing digital ways of working and managing data to drive productivity.

THE LIMITATIONS OF THE TECHNOLOGY MINDSET

Technology is a vital part of every organisation's cyber-defence and records management, but no system is 100% secure. Headline-grabbing hacks have driven worldwide spending on security-related hardware, software and services but the majority of data breaches are not the result of cyber attacks.

Human error looms large. Unauthorised access to information, lost or stolen laptops or smartphones, paper records in unsecured bins or obsolete filing cabinets, or simple human error account for more than 60% of financial losses from accidental breaches.¹

THE BELL-CURVE VALUE OF RECORDS

Compliance issues such as the introduction of the GDPR, have sharpened focus on the value of stored data. The value of information does change over time but that does not mean that old records are without value or obsolete.

In the rush to comply with the GDPR many organisations thought they needed to destroy old records. However, in industries as diverse as oil and gas exploration through to insurance and credit card providers, this thinking has changed. Historical information can add value to today's decision-making but knowing what to keep and for how long and how to store it presents challenges.

Protecting information at all times is the key to avoiding risk but this can be difficult when a record changes custodian, is put in a box or moved to tape media.

Companies want to know how they can construct a data retention policy around information that stands up to

internal and public scrutiny. Today's regulatory landscape is evolving at an astonishing rate. While conforming to state and federal regulations and industry mandates, companies want to get full value from their records management efforts.

MANAGING A HYBRID WORLD

In reality, very few organisations can jump from physical to digital in one step and need to manage a hybrid records model. For many years, paper was the norm. Companies retain a huge set of historical physical documents that might be redundant, or might hold the key to great business insights.

Scanning is an option but these services are expensive. The cost of scanning a cubic metre of archive is about equivalent to storing the same metre for twenty years. A company needs to be sure that these historical records will drive real revenue or deliver a positive cost-benefit ratio.

Iron Mountain recognises that physical record retention and archive storage will comprise a large part of its operations and services for years to come. We can combine our digitising services with offsite records management for a secure, cost-effective solution. Security within our facilities will continue to meet regulatory and access demands.

Digital information sits in PCs, servers, back-up tapes, mobile devices, USBs and needs proper security and protection. When it comes to compliance, people are the first line of defence. If organisations are serious about improving information compliance then comprehensive training programs should be at the heart of their efforts. Training programs should include information risk training for all staff with special induction and refresher courses. Participation by senior managers and C-suite is vital as leadership by example demonstrates that security and compliance is mandatory.

Managing a hybrid world means organisations need to introduce advanced skill sets to deploy new technologies such as machine learning, artificial intelligence and IoT (the Internet of Things). In an economy

“Headline-grabbing hacks have driven worldwide spending on security-related hardware, software and services but the majority of data breaches are not the result of cyber attacks.”

that rewards speed to market over all else, security issues associated with new technologies need thorough assessment. In an increasingly complex cyber environment, analog alternatives may need to be preserved. In almost all cases, software shares 'common mode' failure paths, which means if one service fails, the others do too. On the other hand, existing analog services, in almost all cases, do not.

While employees need to know how to handle new technologies, it is vital to retain the skills of those who understand physical data and its management. Small but simple workplace changes can bolster information security. These include clear desk policies, secure offsite records storage, communication programs and data sharing beyond IT.

GROWTH OF DATA CENTRES

As more companies move to digital records, data centre services are of increasing importance. At Iron Mountain we provide both safety and security in the digital space, and offer various options for back-up and disaster recovery.

With Cloud back-up services, customers can execute back-ups automatically and continuously, either via the internet or their own network. This service safeguards data, streamlines administration, and delivers cost benefits.

Cloud information is housed in Iron Mountain's secure data centres throughout Australia. Customers know exactly where their data is physically at rest. Strict physical security procedures and protocols, plus auditable access and chain-of-custody ensures the ongoing safety of even the most critical records.

At one end of the spectrum, we provide a secure and compliant physical warehouse. At the other end we also support digital initiatives. Everything in between is a hybrid physical/digital landscape within the capabilities of Iron Mountain's services. We help organisations manage and extract insights from records management programs to drive positive business benefits, while mitigating security and compliance risks.

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Paul Lamb
General Manager
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ABOUT THE AUTHOR

PAUL LAMP has over 30 years of IT industry experience across executive roles in sales, presales and marketing along with leadership of technical and consulting functions. Paul has held various roles within Dimension Data Australia and HP South Pacific. He has a strong architecture background across multiple IT disciplines including software development, information management, IT operations in mainframe and business critical environments, with a proven ability to build strategy and drive business value through technology.



1969 - 1980 by Tom Lovett

RIMPA through the Decades...

Welcome to RIMPA through the Decades, a special feature in which five of the Association's members provide their very own unique perspective on a particular decade of RIMPA's evolution.



“Did you know that back in 1969, I established the Records Management Association of Australia (RMAA) although I was told it couldn't be done?”

After my discharge from Australian Army Intelligence, I became an office systems consultant in Sydney, for a multinational corporation, and was promoted manager of the South Australian systems division, and then the Victorian systems division in Melbourne. I did a lot of work in three states for the company with filing clerks and records clerks in business and government organisations. I saw how badly they were treated, overworked, poorly paid and poorly equipped in under-staffed records sections.

When I left the company and came back to Sydney, I had in my heart a determination to help them by starting a college training course for records and filing clerks.

I spoke to university professors and business leaders to gain support. They all said it couldn't be done – that a course for filing clerks was impossible.

One professor of management said, and I still remember him saying, “Universities won't touch records management with a barge pole!” having worked with a lot of filing clerks in three states over four years. I knew them. They were hungry for improvement and were good employees. All they needed was a little help and some recognition.

In 1967 Bill Latona, head of the School of Commerce, Sydney Technical College, Ultimo, said that the credit officers' new course was started because they had an association able to supply students. If there was an Association for records clerks behind it, I would have better chance of getting a course started in his School.

In the army I learned I had skills in classification and organisation of information and was put in charge of re-organising the master files for the School of Military Intelligence. With some of the knowledge gained in the school and more knowledge gained from books and from being a member of the American Records Management Association, I wrote a series of 12 monthly articles on records administration, tailored to Australian conditions and needs.

By this time, I had become the editor of Australia's national magazine, Modern Office, and was able to promote the new Association in monthly articles and editorials from 1968 to 1969.

I conducted a three-day workshop in Sydney which was attended by about a dozen records officers from government and business organisations, who became the source of members for my Steering Committee for the Association.

Eddis Linton attended the three-day RM workshop. He also attended the inaugural meeting in 1969, at my invitation and as a representative of the Business Archives Council. Eddis then became a member of RMAA.

I nominated Ron Britton, chief archivist for NSW, also a member of BAC, to be the first 'Records Manager of the Year'.

Dawn Winter from Prospect County Council became secretary.

In addition to the three-day Records Management Training Workshop in Sydney I conducted seminars in Sydney, Adelaide, and Newcastle for the Australian Institute of Management.

Within a year, in 1969, the Association was formed at a meeting of sixty-nine interested people including some academics. Ron Britton, chief NSW archivist, joined the new committee.

Employees of the Blue Mountains and Lithgow Councils and many other local councils graduated from my Sydney technical college Records Management course in the eight years I was its head teacher.

While on a writing assignment in Melbourne, I convened the pilot committee for the Victorian Branch of the Association.

By 1970 we had a national council, by 1971 an international federation, and in a few more years the RMAA had established branches plus college training courses in every state.

Within a few years it had established official standards and work practices that were accepted nationally and internationally.

A delegate from Shortland County Council, Peter Smith, at the Newcastle AIM seminar became an active member. Peter and a colleague Robert Trowbridge helped launch the Local Government Chapter. Peter later took over technical college training after me.

The Association is now called Records and Information Management Professionals Australasia (RIMPA) and is the largest serving peak body for industry practitioners in the southern hemisphere. The Association sets industry standards and fosters professional development across business sectors and educational institutions. Through its international partnerships with other peak bodies, RIMPA provides its members with access to a framework of professional associations.

If a fully-fledged internationally recognised professional association can grow from the lowest of the low office employees, namely filing clerks, that university professors and business leaders said couldn't be done, don't tell me we cannot make other needed changes happen out of a group of keen Aussies anywhere!



THOMAS R. LOVETT
MBA (AGSM)

- Change adviser, author, broadcaster, Recover Your Dream founder. Secretary, Mount Victoria House of Prayer, Inc.
- Recipient of RIMPA's inaugural Hall of Fame Award in 2019.
- Elected Foundation President of RMAA NSW Branch in 1969.
- Elected the first President of the Federal RMAA Council.
- Elected Foundation President of the IRMF at the ARMA convention in Los Angeles in 1970.
- Presenter: Short courses: 1. Getting Things Done 2. Have the Time of Your Life 3. Solving Problems 4. Men Moving on Moving Mountains (MMoMM).
- Founder and Head Teacher of Sydney Technical College Records Management course 1971 - 1978
- Broadcaster: Weekly Recover Your Dream Australia radio program: ryda@iinet.net.au
- Writer - ASA member: Author - The Futuristic adventure-romance novel, Battle for Truth - Resisting the Future One World Government, Tom's Top Ten Daily Devotional Disciplines.

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HIGHLIGHTS OF THIS DECADE INCLUDE:

RMAA - Individual Branch focused

- Set up Chapters (e.g. Local Government).
- Set up a Federal Board for NSW, Victoria and Queensland.
- Set up a basic records course with TAFE.

Systems/equipment/tech used during the decade: paper, index cards, manilla folders, archive storage box, carbon paper, foolscap paper, computer printout of indexes.

Vendors: 3M, IBM, Wang, Gestetner, Cardveyor – index machines, Kalamazoo.

Significant contributors to the industry: J Eddis Linton, Tom Lovett, Mike Leigh, Jim Shepard, Harry Haxton, Peter Smith, Chris Simpson, Ray Holswich, Ross Thompson, Thomas Kauffhold, Arthur Langford-Smith, Harry Nunn, Sir Rupert Hamer.

1980 - 1990

by David Moldrich

This decade saw a radical shift from very large administrative systems (including records management) and organisational structures to an employee self-help approach.

Although this year marks the “golden anniversary” for the formation of RIMPA (formerly RMAA), it is interesting to observe what motivated our Australian industry to:

- Drive the need for the records management (RM) community to come together in achieving new outcomes.
- Become the incubator and inspiration for new global RM ideas, methods and solutions.
- Create Australian Standards, as well as International Standards and a Management Systems Standards records management framework; and
- Globally raise the bar around how business understands RM.

All this in the space of 50 years from the ‘land down-under’. Who’d have thought that in 2019 the likes of Microsoft, SAP, Oracle and IBM would all be claiming that their solutions are “Systems of Records” and sometimes even “Records Management Systems” (do you know the difference?). How could we possibly have known that Enterprise Architects and Solution Architects from the IT domain, would be able to define systems that took into account business records requirements.

And yet, maybe all of this is not so strange a prediction when we think of the lineage of people, history, education and technology that happened to Australian RM during this period. To understand why and how Australia had this advantage it must first be recognised that our RM approach is the marriage of British “correspondence control” (e.g. Victorian State Government from the States inception) and American “folder management” (e.g. NSW State Government especially during and after WWII).

Without going into the technical differences, during the period of 1950’s to late 1980’s, the thinking in Australia brought both these approaches together and the birth of some of the leading RM processes/thinking (such as the Continuum Theory, Keyword AAA, DIRKS, Australian Standards) and technical solutions (such as TRIM,

“It was a time when RM experts were predicting a ‘black hole’ in the capture of records for the period (and they were right).”

RecFind, RMS).

In particular, the 1980s saw some critical political decisions being made by the Australian Hawke Labour Government. Industry Minister, Senator John Button, inadvertently raised the profile of RM requirements across both the Public and Private Sectors. All suppliers to Federal Government had to be Quality Certified to AS 3901: Quality (this later became AS ISO 9001) and suddenly Quality Records became very important to suppliers and receivers of both products and services.

1980s – 1990s

This decade saw a radical shift from very large administrative systems (including records management) and organisational structures to an employee self-help approach. During this period we saw:

- The demise of the manually operated telephone exchange to the PABX (direct call).
- The end of word processing and typing pools (everyone started to have access to a computer terminal or a PC with word processing). Who can recall programs like MultiMate?
- The use of Ethernet and other local networks became the norm.
- Telex rooms were out and Facsimile machines (FAX) were in vogue.
- The use of Research and Technical Libraries were on the decline and the use of ISBN increased exponentially.
- The true birth of the WWW.
- Barcode was not only introduced into RM, but it was also being designed for every single product on the planet. It actually originated in the railway industry back in the 1800s to keep track of railway carriages in the US.

So from our industry’s perspective, these and other changes, forced a radical change in RM thinking. Organisations were downsizing (and in some cases outsourcing or eliminating) RM units both in the Public and Private sectors, and at the same time needing RM to be far more responsive to business needs. It was a time when RM experts were predicting a ‘black hole’ in the capture of records for the period (and they were right).

Fortunately, for Australasian RM we had a brains trust that was formulating in our region and in particular out of RMAA, ASA, Monash University, PROV, NSW State Archives and NAA. They made us think about how records were being Created, Captured and Processed.

Our early technology pioneers of this decade actually understood the importance of Metadata, although they may not have called it by that name at the time. We, as an industry also had a good grasp of understanding Appraisal, Aggregation, Access, Retention and Disposal at a grass roots level and our education systems at the time were second to none.

If there was a ‘Golden Age’ for Australian RM this was the decade. Towards the end of the decade (February 1988), the bodies mentioned in the previous paragraph along with a number of Private Sector companies came together through the facilitation of Standards Australia to try to create the first RM Standard. It actually took five years to see the birth of AS4390, but the fact that we could actually sit around a table and agree on this subject matter put Australasia at the forefront of the global RM stage and at the time, ahead of any other country.



DAVID MOLDRICH
OAM JP(NSW)
FRIM

- Medal of the Order of Australia (OAM) – contribution to Information Management Standards.
- Fellow, RIMPA (Life) - FRIM.
- Past Chair, Standards Australia Committee IT/21 (Records, Document & Information).
- Past Chair, ISO TC/46 SC11 (Records / Archives).
- RMAA Eddis Linton Award 2003 – Most outstanding individual.
- Member GABA Branch, RIMPA.
- Member NSW Branch, RIMPA.
- Former National Director, RMAA (twice).
- Former President, RMAA, Victorian Branch (twice).
- Past Chairman RMAA, Technology & Industry Standards.
- Past VP, International RM Congress (IRMC), Australasia & Oceania.
- Former Board Member, IG ANZ.

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HIGHLIGHTS OF THIS DECADE INCLUDE:

RMAA - Individual Branch focused

- Individual Branch focused for development of events, convention and iQ Magazine.
- More states came on board.
- Federal Board consisted of two representatives per state and met three times a year.
- A Standards Committee was formed.
- Competency standards in line with the AQF standards were developed.

Systems/equipment/tech used during the decade: paper, index cards, archive storage box, bar code technology, keyword aaa, inception of RM standards, dirks, imaging, text retrieval.

Vendors: Computer Power, Olivetti/FILENET, Intermec, TRIM, RECFIND, CARMS, Canon, Wang, Recall, Dexion, Formfile.

Significant contributors to the industry: Philip Taylor, Tina Howard, Judith Ellis, Julie Apps, Barbara Reed, Neil Granland, Frank Upward, Sue McKemmish.

1990 - 2000 by Peta Sweeney

The States and Territories were pulling against one another in all sorts of directions with little to no consistency. It was time for a national approach to support the continued growth of the Association.

The 1990s started a period of unprecedented change in the Association's strategic direction. The new national approach included centralising many functions that were undertaken by Branches (the production of InfoRMAA Quarterly), the introduction of common systems (the RMAA website) as well as a shift in the Federal Council (Board) with the establishment of an Executive and the reduction of the number of representatives per state from two to one.

In February 1990, the Federal

“By the end of the decade member numbers were strong”

President Graham Dudley ARIM (Life) heralded the start of a decade of change for the Association. It was widely recognised that, “with the establishment of eight branches the administrative procedures established over 20 years ago were no longer functional”, Bill Williams Victorian President. The States and Territories were in fact pulling against one another in all sorts of directions with little to no consistency. It was time for a national approach to support the continued growth of the Association.

Consolidating the production of Informaa Quarterly (iQ) called for the appointment of three co-editors and a new look with the wish to expand the range of topics covered, to explore new

issues and engage in debate on issues fundamental to records management. The co-editors were: Judith Ellis MRIM (Life), Philip Taylor MRIM (Life) and Bill Williams.

By 1990 there were 1712 individuals and 487 corporate members. New South Wales (446 members), Victoria (387 members) and Queensland (203 members) had the most members.

To future proof the Association three significant changes were made in 1991:

- Fees increased on a 20% per annum compounded rate for five years.
- Fees for Associate, Member and Fellow were aligned.
- Administration (joining) fee increased to cover the costs of mailing, database entry etc.

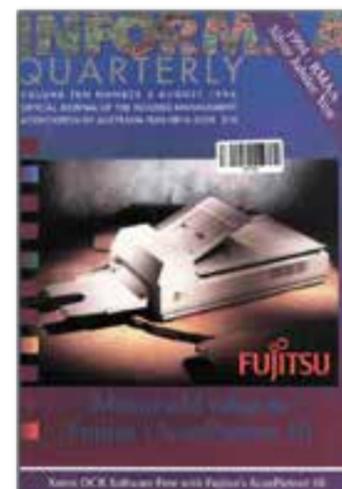
Several membership campaigns were undertaken by Bill Williams resulting in increases in all states.

By the end of the decade member numbers were strong with individual members increasing to 2250 and corporate members increasing 690.

A survey of the Association's image, services, fees and communications was conducted in 1991. The survey showed 59% of respondents had no qualifications, 89% believing the Association should provide more training and 71% wanting professional certification. Survey results informed the direction for many years to come and Federal President, Dennis Comber ARIM, is credited with implementing many of the changes during this time.

1994 heralded the silver jubilee of the Association. In his Presidential address Ray Holswich ARIM (Life) mused, “I have no doubt that the founding members will ponder over their efforts in establishing the Association some twenty-five years ago and hopefully they will feel justly proud of their decision.”

Membership	90/91	91/92	92/93	93/94	94/95
	\$	\$	\$	\$	\$
Corporate					
Joining Fee	10.00				
Subscription	125.00	150.00	180.00	200.00	250.00
Additional Nominee	50.00				
Affiliate	50.00	60.00	75.00	90.00	110.00
Joining Fee	5.00				
Associate	60.00	75.00	95.00	120.00	150.00
Joining Fee	5.00				
Member	70.00	85.00	100.00	120.00	150.00
Fellow	90.00	110.00	130.00	140.00	150.00
Student	25.00	25.00	30.00	30.00	35.00



Each state organised events and the Association's records were lodged in the Archives of Business and Labor in Canberra, including a master archive of iQ. A black tie silver jubilee dinner was held at the National Convention. Margaret Maitland, Clive Finter and David Moldrich FRIM (Life), spoke about records management, past, present and future. A 25th anniversary port (a 12 year old premium tawny produced by BRL Hardy from South Australian Shiraz and Grenache grapes) sold for \$10 a bottle.

The Association lobbied Standards Association of Australia to develop a records management standard. The IT/21 Committee found most states had some form of archives or records legislation but one of the greatest challenges was the issue of technology as the practice of records management moved from index cards, central registries and typing pools to imaging, email and electronic document management.

Following more than two years of work led by David Moldrich the Australian Records Management Standard (AS4390/1-6) was delivered.

Based on progressive records management approaches from Australia the standard represented national best practice in strategy, procedure and practice in all record mediums. The standard was supported by several other 'world first' tools, such as the Victorian Electronic Records Standard (VERS) and the functional thesauri Keyword AAA (KAAA).

The Federal Education Committee commenced course recognition in 1997. The first recognised courses were from Canberra, Edith Cowan and Curtin Universities.

The National Competency Standard Committee, led by Ray Holswich worked alongside the National Training Board and the Australian Council of Archives to determine the 'best fit' for the recordkeeping competencies among the forty plus Competency Standards Boards already in existence.

In 1999 the Association Excellence Awards were launched.



PETA SWEENEY
BA (LIS) BED
MBA FRIM

Peta grew up in the information disciplines. From library assistant to records consultant, her skills are firmly built on study, professional development and extensive experience in the public and private sectors, including the whole of government rollout of the Queensland Public Records Act, several eDRMS implementations, and information management strategy, policy and tool development. Peta currently manages the corporate information of the Queensland Parliamentary Service. Outside the office, Peta is a long time professional member and was awarded the status of Fellow in 2013. Peta's commitment to the industry includes serving on RIMPA Queensland State Government Chapter before joining the Queensland Branch Council. For over 10 years Peta performed various roles on Council including Professional Development Coordinator and President. Passionate about providing opportunities to share and learn, Peta enjoys hosting students and is a sought after MC and presenter. She is also a foundation member of the RIMPA Governance Advisory Branch Australasia.

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HIGHLIGHTS OF THIS DECADE INCLUDE:

RMAA - Individual Branch focused

- Individual Branch focused for development of events, convention and iQ Magazine.
- More states came on board.
- Federal Board consisted of 2 representatives per state and met 3 times per year.
- Standards Committee was formed.
- Competency standards in line with the AQF standards were developed.

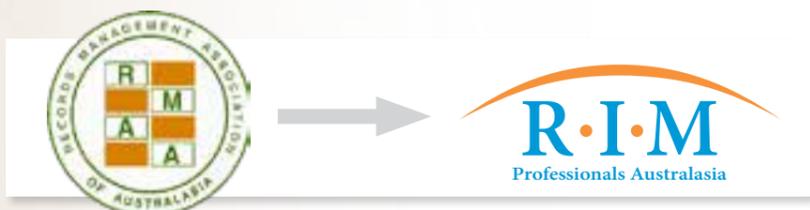
Systems/equipment/tech used during the decade: Introduction of Dumb terminal computers, Document Management Systems, Emails replaced Fax, Scanning was introduced, Integration with other business systems, Keyword AAA was introduced, Keyword for Councils was introduced, Australian and International Standards on Recordkeeping.

Vendors: TRIM, RECFIND, CARMS, Lotus Notes, Canon, Recall, Grace, Objective.

Significant contributors to the industry: Chris Fripp, David Roberts, David Moldrich, Betty Powell, Ross James, Greg Coleman, John Behrin, Margaret Pember, Rosemary Kaczynski.

2000 - 2010 by Chris Fripp

This decade saw a radical shift from very large administrative systems (including records management) and organisational structures to an employee self-help approach.



At the first meeting in 1969, Tom Lovett (founding member) stated that the Association will develop professional status for those engaged in records management work. Eddis stated, "It is because we have not had an Association, we have had no training courses and no professional status, with the results, bad records problems and chaotic paper proliferation."

In 1990, it was also discovered that we had no standards for records management, no standards also meant no competencies, which were needed to develop competency-based training. One of the first training manuals was a Public Service Board training manual issued in 1950 for the Commonwealth Public Sector.

50 years on we now have professional status and training courses. Although we have Vocational Education Courses from Certificate 3 to Advanced Diploma, it is disappointing that a qualification in records is still only seen as desirable rather than compulsory in a lot of job descriptions.

As seen in several Royal Commissions and recordkeeping audits, there are still bad recordkeeping problems and for some organisations chaotic paper proliferation is still an issue.

HIGHLIGHTS OF THE DECADE OF THE 2000S:

Chris Fripp elected as the last Federal President of RMAA, a position he served for six years (1999 – 2005). Ray Holswich and Chris Fripp were the only two presidents to serve six years (two consecutive terms of three years). After Kemal Hasandedic took over as National President that role was then changed to the Chair of the Board.

Although in February 1990, the Federal President, Graham Dudley, heralded the start of a decade of change for the Association, stating it was time for a national approach to support the continued growth of the Association. These changes did not happen until 2001. Some of the reforms included:

- The appointment of the first paid Executive Officer.
- The appointment of a Marketing and Event Manager.
- The restructuring of the Association from a state-controlled organisation to one of a National control, where in the past, each state managed their own membership, events, budgets, newsletters and conventions. This was on the Board's agenda since the mid 1980's, finally came to fruition in 2001.
- The Board went back to one representative per state in lieu of two representatives.
- The appointment of a professional editor for iQ magazine.

Five years after the launch of the Australian Standard AS4390, saw the launch of the first international standard AS ISO 15489 in Montreal 2002 at the American Records Management Association (known as ARMA).

Although the standard was a best practice standard, compliance audits against AS ISO 15489 were often conducted by independent consultants as well as relevant State & Public Records Offices and National Archives. Several other international standards were developed.

New Zealand, formed part of ARMA, saw several advantages in joining with RMAA and came on board as a new Branch. The RMAA changed the name of the association to Records Management Association of Australasia, rather than Australia.

On 1 June 2007, Eddis Linton passed away. Eddis was a driving force among the small group of recordkeepers who founded the RMAA in 1969. Eddis attended his last convention in 2004 at the age of 83.

In May 2005 saw a MoA with the Australian Society of Archivists designed to broaden cooperation between the two associations was signed and the first joint RMAA and ASA convention was held in Tasmania.

In 2007 the RMAA held its first annual convention outside Australia in Wellington New Zealand, titled the RMAA 24th International Convention.

Although the 'Paperless Office' was discussed in 1976, the concepts of Digital Continuity were getting the industry closer to not only working digitally wherever possible but also looking at how do we make it available in the right format to future generations. In 1995, NSW State Records produced a document called Documenting the Future – Policies and Strategies for Electronic Recordkeeping.

The Victorian Electronic Records Strategy was also developed in 1995. A new and improved version 2 strategy was launched in 2002 (PROS 99/007).

One of the major changes for the Association and its members, was the need to become professional as predicted by Eddis Linton 50 years previously.



**CHRIS
FRIPP**
FRIM LIFE

Chris Fripp Life Fellow is the Director Records and Information Management Relevancy Training and Consulting. He is the principal educator of vocational recordkeeping courses from Certificate 4 through to Advanced Diploma around Australia. Chris has been providing VET courses since 2008 all around Australia and has trained over 1000 students in that time from all levels of government and private enterprise. Chris was the inaugural winner of the J Eddis Linton Award for excellence in Records and Information Management. Chris was National President of RIMPA for six years and served on Board for 12 years; NSW Branch president; and President of the NSW Local Government Chapter. Chris has represented RIMPA on the International Standards Organisation SC/11 committee for records management.

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HIGHLIGHTS OF THIS DECADE INCLUDE:

- A name change from RMAA to RIMPA (Records and Information Management Professionals Australasia).
- The commencement of Continuous Professional Development program for professional members.
- The commencement of Vocational Education Training courses and qualifications, Cert. 3 through to Advanced Diploma.
- Change of Logo.
- Introduction of web site.
- In 2009 saw the commencement of the inaugural RMAA Masterclass in Diploma of Recordkeeping.
- Joint ventures with ASA and AIIM.
- Introduction of Western Australia State Records Act.
- In 2006, the ASA/RMAA joint education steering committee completed the 'Statement of Knowledge for Recordkeeping Professionals.'

Systems/equipment/tech used during the decade: Electronic Document & Records Management System, Enterprise Content Management systems, Integrating with business system and EDRMS, Vocational Education Training courses were being introduced, Joint ventures with ASA and AIIM., Set up of Branch in New Zealand.

Vendors: Tower Software (TRIM), Knowledgeone Corporation (RECFIND), CARMS, Lotus Notes, Canon Australia, Recall Information Management, Grace, hummingbird, Objective Corporation, Iron Mountain, Pickfords, Rolls Filing Systems, Synergy Soft, Magiq, Ezescan, TAB Datafile.

Significant contributors to the industry: Matt O'Mara, John Sim, Nancy Taia, Meryl Bourke, Anne Cornish, Kemal Hasandedic.

2010 - 2019

by **Chris Holmes**

This timeline describes how RIMPA has evolved as a profession over the past decades, including the highs, the lows and everything in between.

2008

- 25th RMAA Convention Sydney.
- eDRMS – Systems start to explore more capability, the beginnings of workflow implementation for tasks. These next years become focused on People, Process and Technology (coined by Sally Algate).
- DIRKS goes under NAA Review.
- Tower Software launch TRIM Context.
- Papua New Guinea start Records and Archives Management. Association under auspices of RMAA.
- Victorian Auditor General (VAGO) produces scathing report of recordkeeping in Victorian Government Agencies. Spurs Agencies to reconsider records management practices.

2009

- 40th Anniversary.
- RMAA and ARANZ (Records New Zealand) Sign MOU for increased collaboration and cooperation.
- RMAA Conference gets renamed as Inforum.
- 26th Inforum held in Adelaide called 'Striving for Balance. A strive for balance between legislative compliance and satisfying effective records management in business. Speakers were from South Africa, Fiji and Sweden.
- Charles Darwin University offers Graduate Diploma in Information and Knowledge Management.
- Charles Stuart University (NSW) commences distance education courses in School of Information Studies.
- First RIM Masterclasses in Sydney and Canberra offered by RMAA.

2010

- RM Started to explore recommended tools and environments to implement effective eDRMS.
- 27th Inforum at the Gold Coast.
- Proposed NAA Office Closures spark industry protests.
- RMAA create a Chapter in Malaysia.
- RMAA's International convention was rebranded to attract a wider audience from across all Information Management disciplines.
- AGM Resolution to change name from Records Management Association Australasia (RMAA) to Records and Information Management Professionals Australasia (RIMPA) to better represent our counterpart.
- Marian Hoy and Sigrid McCausland provide update to the Joint Statement of Knowledge.
- Australian Society of Archivists (ASA) and RMAA joint working group map recordkeeping tasks and competencies to salaries.

2011

- RIM Community converges on steamy Darwin for 28th Inforum. Delegates represent many countries including Africa, Haiti, USA, UK and Indonesia.
- Ross Gibbs calls it a day as Director General NAA.
- 2012 Announced as the year the International Congress on Archives will be held in Brisbane.
- State Records New South Wales embarks on building first digital State archive.
- RIMPA creates its first Style Guide for members.

2012

- 29th Inforum (Melbourne, Perth and Wellington).
- David Fricker appointed as Director General National Archives Australia.
- Multi-city convention – the theme focused on Business, RIM and ICT as strategic success to collaborate.
- iQ the RMAA Quarterly magazine gets a new look and goes digital.
- Alan Ventress retires as Director State Records New South Wales.
- The community shares in the loss of Dr Marian Hoy (October 2012).

2013

- Inforum held in Canberra.
- New Standard ISO 30300 is released.
- Debbie Prout is elected as new Chair of the Board.
- NAA begins systematic closure of reading rooms across the country.
- RIM Industry first hears of digital archives as a means for creating value from archived assets.

2014

- 31st Inforum – Adelaide. Focus on Digital Vision.
- 30th Anniversary edition of iQ released in November 2014.
- Big Data kicks off in a big way.
- David Fricker elected as President of the ICA.
- Board release new Award – Industry Contribution.
- Inaugural Winner from ???? includes Chris Simpson MRIM (Life).

2015

- 32nd Inforum – Melbourne – Theme Digital Dreams. As community now shifts vision from paper-based records management to digital technologies and digital by design. Records in the Cloud, digitalisation and automation become the focus going forward. Delegates from NZ, Belgium and Australia.
- NAA starts building new home for archives at Mitchell, ACT.
- Landell Report shakes up recordkeeping in Victorian Agencies

2016

- Inforum held in Perth: The value of Information, what is it worth?
- The community shares in the loss of Dr Sigrid McCausland (November 2016).
- David Moldrich announces his retirement as chair of the Australian Standards IT 21 Committee.
- Barbara Reed becomes Chair of IT 21 Committee.
- Revised ISO 15489 is released.
- Debbie Prout steps down as Chair of the Board, Lisa Reed-White elected Chair.
- NAA starts to move archive to Mitchell.
- The path is paved for compliance to NAA Digital 2020.

2017

- NZ Ken Scadden passes away.
- Data Governance Australia Agency announced.
- Inforum held in Brisbane with a new format that comprises of four conference streams.
- Blockchain hits the industry.
- Thomas Kaufhold elected Chair of the Board.

2018

- Inforum goes to Hobart and is a 'streamed' conference with attendees from South African and USA delegates.
- Ray Holswich passes away.
- RIMPA NZ is reconvened.
- RIMPA WA reformed.
- New RIMPA logo introduced.

2019

- Inforum gets a new name: RIMPA Live
- RIMPA Live in Melbourne
- RIMPA celebrates its 50th birthday
- State Records South Australia turns 100
- Inaugural Hall of Fame
- Thomas R Lovett is inducted into the 2019 Hall of Fame



CHRIS HOLMES
MRIM

CHRIS HOLMES is an experienced Information Management Practitioner and consultant, and was recently elected Branch President for RIMPA Victoria. She holds postgraduate qualifications in Records and Information Management, Archives, Information Security & Risk, and Museum Studies. Working in Information Management in the Private and Public sectors over the last 15 years, Chris has considerable experience at both the operational and strategic level of encompassing all aspects of Records Management, Information Technology, Information Security and Risk Management, Archives Management, Librarianship and Business Administration.

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HIGHLIGHTS OF THIS DECADE INCLUDE:

- Education for the profession began to increase with several states offering qualifications at various levels.
- Outrage was rife with NAA Office closures across the country which sparked protests with our ALIA, ASA and other counterparts.
- We had a name change and rebrand.
- The digital age hit us with Big Data and more digital processes for the industry.
- RIMPA's 50th birthday bash in Melbourne.

Significant contributors to the industry: Janine Morris, Lydia Lorient, Paul Fechner, Lisa Read White, Debbie Prout.

RIMPA LIVE 2019

8-11 OCTOBER
MARVEL STADIUM
MELBOURNE

Celebrating 50 Years

Thank you to all attendees, speakers, sponsors and trade exhibitors for an outstanding RIMPA Live 2019.

Over 450 people descended on Melbourne for RIMPA Live, the peak industry event on the records and information management calendar.

Joined by over 50 local and international speakers and 31 trade, the convention was unanimously deemed the most successful event since the first convention occurred in Coolangatta in 1984.

The conference theme, *RIMPA in Time*, reflected on RIMPA's 50-year service to the records and information management industry.

A key focus of RIMPA Live was an examination of the digital disruption era that the industry finds itself in.

Marvel Stadium made for an impressive multi-purpose venue in which to host the convention. The 360-degree view of the stadium provided a grand back-drop to three days of convention sessions, workshops social events and round table discussions.

As always, RIMPA Live delivered on its promise to provide ongoing opportunities to discuss emerging issues, trends and best practices with colleagues, vendors, consultants and a broad cross section of industry professionals.

TUESDAY

The three-day convention kicked off to satiate the appetites of information managers and foodies alike, with back-to-back tours of the Public Records Office Victoria, followed by a two-hour Queen Victoria Market Tour.

RIMPA's younger 'NOOBS' members got to test their networking skills by hosting an hour-long networking and information session, leveraging opportunities to engage with industry experts from the outset of the convention.

The Trade Show - always an integral part of the success of the convention - opened with a flurry of interest. Vendors from 31 stands generously shared valuable information, services and expertise about new technologies over the duration of the convention.

An exclusive 'Meet our Trade Partners' activation enabled Board Members and Branch Presidents to connect and interact with trade directly.

Tuesday night's Welcome Reception, sponsored by Iron Mountain, delivered a networking focal point for delegates to meet trade and colleagues. The architecturally designed bar in the Medallion Club added a real sense of style as delegates enjoyed drinks and a delicious selection of canapés.

RIMPA's newest member, 'OwlMember', was unveiled at the Welcome Reception and warmly welcomed into the community. Not one to shy away to the camera, OwlMember took centre stage to pose for snaps with those eager to meet the wise one.

Welcome Reception attendees moved out to the stadium to watch a *RIMPA in Time* film that reflected on the evolution of RIMPA over the past five decades. The film featured interviews and messages from many industry stalwarts including Tom Lovett MBA AGSM, Helen Onopko ARIM Life, Thomas Kaufhold MRIM, Julie Apps FRIM Life and Chris Frripp FRIM Life.

A quick scan around the auditorium, as *RIMPA in Time* played revealed a sense of pride and inspiration, which set the tone and atmosphere for the entire convention.





Gala Dinner



David Moldrich

WEDNESDAY

Brolly sponsored a live-steamed breakfast that featured a discussion on social media records, a topic that 'nobody wants to speak about!'

It was standing room only for the opening plenary as Chair of the Board, Thomas Kaufhold MRIM, made the official opening address to the 35th Annual Convention.

Recently appointed General Manager, Anne Cornish MRIM, led attendees through RIMPA's achievements over the previous year.

Industry luminary, David Moldrich FRIM Life, made the opening Keynote Address, and dished up a history lesson on different countries approaches to records management and challenged the audience with questions about technological advancements.

A key theme of the of the sessions was preparing for opportunities of the future. Gus Balbontin, former Executive Director of Lonely Planet, reminded attendees that 'the people who are crazy enough to think they can change the world are often the ones who do'. We were mesmerised by the energetic way Gus delved into the digital transformation of the past two decades to remind the industry that it must capitalise on digital disruption.

Wednesday was the day for appearances by international influencers...

New Zealand's Chief Archivist, Richard Foy, appeared alongside Justine Heazlewood, Director and Keeper of Public Records Office Victoria, to examine where the industry is heading.

Randy A. Kahn, recognised as a thought-leader on various information related issues, travelled from the US to speak about the importance of good management practices. He also asked the audience to poll on four potential book covers for his newest book release.

Topics of discussion for the rest of the day ranged from a presentation on staying relevant with skills for the modern IM professional, a reflection on when index cards were 'king', records management through the generations plus a presentation on how to survive the current 'gigging' trend.

Delegates could choose to attend a workshop that addressed a theme of 'discovering the art of the possible' or alternatively drop into a presentation by vendors about delivering a knowledge-centred customer experience or ... simply get down with 'records by stealth'.

The first full day of the conference wrapped with a keynote address by legendary Australian and ex-AFL player, Kevin Sheedy OA, on empowerment and leadership in the workplace.

The pinnacle of the convention was a sophisticated black-tie Gala Dinner, sponsored by EzeScan and Micro Focus, at the prestigious Palladium Ballroom, Crown Casino. RIMPA's milestone 50th birthday was of course the focus of the evening. The Gala Dinner delivered on its reputation as the industry's biggest party and RIMPA's 'night of nights' with Chunky Jam dishing up tunes as Melbourne Radio star, Pat Panetta, officiated to a packed room of delegates adorned in full-length gowns and tuxedos. The style in the room was off the Richter!

Outstanding achievements of industry colleagues were awarded in the categories, iQ Article of The Year, The Jim Shepherd Award (Vendor and Brand of the Year), and the J Eddis Linton Outstanding Achievements Awards.

Tom Lovett, founder of RMAA/RIMPA was inducted into the inaugural Hall of Fame category.



THURSDAY

The Future of the Profession seemed an apt way to open up Thursday's sessions. Lydia Loriente, led four panellists through a discussion that addressed the direction of the industry.

Keynote speaker, Richard Foy, otherwise known as New Zealand's government 'digerati', presented a discussion on enduring institutions of democracy.

Later in the day we heard from the speaking coach of speaking coaches, Jacqueline Nagle, on the important topic of resilience. Her presentation honed in on the fine art of recovering from difficulties and tough situations in the workplace.

Other presentations included: modelling appraisal for the digital era, an examination of how information security relates to information management, a look at the health of information management across the Australian Government, thinking

around how to embed a big data framework within a research data culture, and a practitioner's approach to Office 365.

RIMPA presidents capped off the day with a round-table discussion about governance, information security, managing digital records and just how AI is impacting records managers.

Thursday's workshop, delivered by Gabrielle Ingram, addressed information governance in the Office 365 ecosystem with a racy analogy to teenage coitus: there's lots being spoken about it but nothing is actually happening!

The Trade Show continued to be a hive of activity with a seemingly permanent cue of delegates lining up for a complimentary coffee, courtesy of Grace.

FRIDAY

AvePoint opened the day with a hot breakfast served in the Sports Bar along with a discussion on compliant records in Office 365.

Matt O'Mara's keynote offered a unique range of information observations and a workshop on 'being an effective agent of change' provided some creative approaches for industry professionals.

Other discussions included robotic process automation, the impact of blockchain, and a fail safe approach to globally compliant third-party service provider selection.

A focus on Artificial Intelligence suggested the workplace of the future adopt a cautioned approach to AI.

It is the outstanding relationships that RIMPA shares with its sponsors which enables us to continue to grow as an organisation. You are truly appreciated.

That's officially a wrap!



Randy Kahn



Chris Foley, Richard Foy and Justine Heazlewood



Tom Lovett



Gus Balbontin



Delegates galore

THANK YOU TO OUR VENDORS

RIMPA would like to acknowledge and thank the many Trade Vendors who attended RIMPA Live 2019. It is the addition of our valued and dedicated trade vendors in the trade show arena that adds to the atmosphere of the convention and lifts the delegate experience to a whole new level.

The trade component at RIMPA Live continues to grow annually. This year we welcomed a total of eight new trade vendors to our RIMPA Live community, bringing the total number of trade stand numbers to 31.

We sincerely appreciate your willingness to offer information, services and expertise and thank you for your attendance at the event. Thank you for your support and continued professional interest in RIMPA.

- ACA Pacific / Alaris
- AvePoint
- Brolly
- CastlePoint
- CompuStor
- CorpMem
- DocsCorp
- EzeScan
- FYB
- Grace Information Management
- iCognition
- Ignite Limited
- Information Proficiency
- INFORMOTION Pty Ltd
- inMailX by Digitus
- Institute of Managers and Leaders
- iPlatinum
- Iron Mountain
- i-SIGMA
- Knosys
- Konnect eMail
- Micro Focus
- Miktysh
- Neopost
- RecordPoint
- Records Solutions
- SafeGuard Cyber
- Siller Systems Australia
- Steamatic
- TIMG
- Votar Partners
- Wyldlynx
- ZircoDATA

THANK YOU TO OUR SPONSORS

On behalf of the RIMPA Live convention team, staff and the Board, we would like to extend a heartfelt thank you to our sponsors for your continued support and commitment to the RIMPA Live convention. As sponsors, your generous contribution helped our vision come to life in the sensational surrounds of the Marvel Stadium, Melbourne.

Extra activations and exposure were in place to ensure that you, our sponsors, received additional exposure and opportunities to connect with familiar and new faces, resulting in one of the most engaging and well-attended conventions in the history of the event.

RIMPA Live 2019 has been deemed the most successful convention since the very first convention was held at Coolangatta in 1984.

It is the outstanding relationships that RIMPA shares with its sponsors enables us to continue to grow as an Association. You are truly appreciated.

Explosive - Gala Dinner	EzeScan and Micro Focus
Ultimate - Barista Café	Grace
Ultimate - Welcome Reception	Iron Mountain
Extreme - Keynote Speaker	iSIGMA
Extreme - Lanyards	PROV (Public Records Office of Victoria)
Illuminated - Breakfast Sessions	AvePoint and Brolly
Illuminated - Conference App & Notebook	Shred X
Illuminated - Notebook & Pens	Records Solutions
Illuminated - Vendor presents	Knosys
Illuminated - Live Streaming	CorpMem
Illuminated - Friday Closing Lunch	InfoMAYA
Illuminated - Mobile Recharge Chill Out Zone	National Archives Australia



**JOIN US IN CANBERRA
FOR RIMPA LIVE 2020**
12 - 15 OCTOBER
NATIONAL CONVENTION CENTRE, CANBERRA

Micro Focus Security, Risk & Governance

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microfocus.com/srg



AWARD WINNERS

iQ ARTICLE OF THE YEAR

Sponsored by Iron Mountain
The judges look for articles that inform, engage and inspire readers, while displaying the authors sound knowledge of their subject.

WINNER:
SUSANNAH TINDALL



THE JIM SHEPHERD AWARDS

These awards are named to pay tribute to Jim Shepherd, one of RIMPA's founding fathers.

VENDOR OF THE YEAR
WINNER:
RECORDS SOLUTIONS



BRANCH OF THE YEAR

WINNER:
QUEENSLAND



THE J EDDIS LINTON AWARDS

The J Eddis Linton Awards were established in 1999. They are named to honour one of RIMPA's founding fathers, J Eddis Linton.

NEW PROFESSIONAL
WINNER:
FRANK FLINTOFF

Sponsored by PROV
This award is presented to an individual who has achieved excellence in their career (less than five years industry experience) and shows a penchant to aspire and build on the core foundations of RIMPA.



OUTSTANDING STUDENT

Sponsored by Records Solutions
This award is presented to a student who has achieved excellence in educational studies in records and information management.

WINNER:
LIVIA PORTO



OUTSTANDING GROUP

Sponsored by Information Proficiency
This award is presented to a group who have achieved excellence and made an outstanding contributions in the records and information management industry.

WINNER:
BAYSIDE COUNCIL



OUTSTANDING INDIVIDUAL

Sponsored by EzeScan
The pinnacle award bestowed upon an individual by RIMPA within the records and information industry.

WINNER:
SANDRA ENNOR



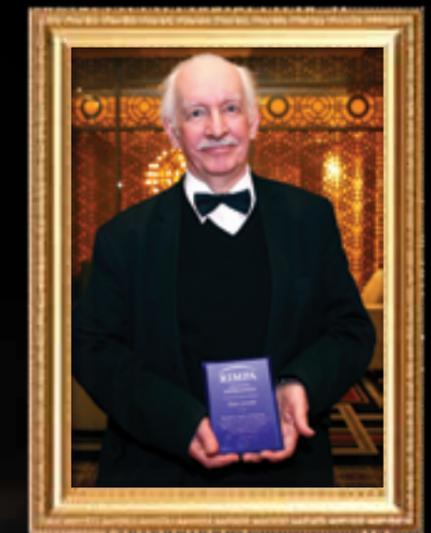
AWARD CATEGORIES

- iQ Article of the Year
- Vendor of the Year
- Branch of the Year
- New Professional
- Outstanding Student
- Outstanding Group
- Outstanding Individual
- RIMPA Hall of Fame

RIMPA HALL OF FAME

The RIMPA Hall of Fame is a highly distinguished recognition bestowed upon a member of the records and information management industry and honours their remarkable contribution. Inductees are chosen based on how they have influenced the direction of the industry and on their long-standing commitment and dedication to RIMPA. 2019 marked the inaugural Hall of Fame Award.

WINNER:
TOM LOVETT



**RIMPA
LIVE
2019**

8-11 OCTOBER
MARVEL STADIUM
MELBOURNE

Negotiation Skills

Getting What You Need and Being Persuasive

BY PHILIP TAYLOR MRIM, MA (ARCHIVES AND RECORDS)

CASE STUDY SCENARIO:

Sue has been a Records and Information Manager at her organisation for 12 months, during which time she's reorganised the staff, implemented a records disposal schedule, written new policies and issued a tender for a new records and information software package. Five companies tendered for work which was whittled down to the best two. One company's tender price was \$30,000 more than its competitor. Unfortunately, the most expensive product was also the preferred product. Sue was given a budget of \$120,000 to purchase the new software. She discussed the situation with her boss however had no luck in obtaining additional funds to purchase the software she wanted. Faced with the possibility of having to accept a product which is not as good as the preferred system Sue is faced with wanting a product \$30,000 above budget. Having considered the options Sue, commences negotiations with the company.

This scenario presents a situation in which a manager is required to use negotiation skills, which may not come easily to all.

Understanding how to negotiate and the steps involved can reduce stress associated with negotiating and provide insight into your negotiation skills and how they might be improved.

Most people negotiate using a zero-sum process. They determine what they want, raise that 10 or 15%, and then engage in a series of compromises to obtain their result. The focus is on the position they take and on claiming as much of that position for themselves as possible. Their mission is not to get a satisfactory deal for both sides. Their mission is to win. Many would call that "being a tough negotiator." This is extremely stressful.

The tendency is to negotiate from the viewpoint of positions. Most negotiators never really stop to ask why they want what they want or even consider why the other side is negotiating.

In the book *Principled Negotiation – The Harvard Approach*, Roger Fisher and William Ury of Harvard University wrote a seminal work on negotiation titled "Getting to Yes: Negotiating Agreement Without Giving In". They describe a "good" negotiation as one which is more than just getting to "yes." A good agreement is one which is wise and efficient, and which improves

relationships. Wise agreements satisfy both parties' interests and are fair and lasting. With most long-term clients, business partners and team members, the quality of the ongoing relationship is more important than the outcome of the particular negotiation. In order to preserve and hopefully improve relationships how you get to "yes" matters.

Negotiations commonly follow a process of "positional bargaining." Positional bargaining represents a win/lose, versus a win/win paradigm. In positional bargaining each party opens with their position on an issue then bargains from the party's separate opening positions to eventually agree on one position. Haggling over a price is a typical example of positional bargaining, with both parties having a bottom line figure in mind. According to Fisher and Ury, positional bargaining does not tend to produce good agreements for the following reasons:

- It is an inefficient means of reaching agreements.
- The agreements tend to neglect the other party's respective interests.
- Ego tends to be involved.
- It encourages stubbornness thus harming the parties' relationship.

The Four Prescriptions of Principled Negotiation (Fisher and Ury)² offer a better way of reaching good agreements. This process can be used effectively on almost any type of conflict.

1. SEPARATE THE PEOPLE FROM THE PROBLEM

Because people tend to become personally involved with the issues and their respective position, they may feel resistance to their position as a personal attack. The authors identify three basic sorts of people problems:

- (1) different perceptions among the parties;
- (2) emotions such as fear and anger; and
- (3) communication problems.

Fisher & Ury's suggested solutions:

- Try to understand the other person's viewpoint by putting yourself in the other's place.
- Do not assume that your worst fears will become the actions of the other party.
- Do not blame or attack the other party for the problem.
- Try to create proposals which should be appealing to the other party.
- Acknowledge emotions and try to understand their source (understand that all feelings are valid even if you do not agree or understand them).
- Allow the other side to express their emotions.
- Try not to react emotionally to another's emotional outbursts. Symbolic gestures such as apologies or expressions of sympathy can help to defuse strong emotions.
- Actively listen to the other party (give the speaker your full attention, occasionally summarising the speaker's points to confirm your understanding).
- When speaking direct your speech toward the other party and keep focused on what you are trying to communicate.
- You should avoid blaming or attacking the other person, speaking only about yourself.
- Think of each other as partners in negotiation rather than as adversaries.

FOCUS ON INTERESTS NOT POSITIONS

When a problem is defined in terms of the parties' underlying interests it is often possible to find a solution which satisfies both parties'. All people will share certain basic interests or needs, such as the need for security and economic well-being. To identify, understand, and deal with both parties' underlying interests you must:

- Ask why the party holds the positions she or he does, and consider why the party does not hold some other possible position.
- Explain your interests clearly.
- Discuss these interests together looking forward to the desired solution, rather than focusing on past events.
- Focus clearly on your interests, but remain open to different proposals and positions. (Fisher and Ury)².

INVENT OPTIONS FOR MUTUAL GAIN

Fisher and Ury identify four obstacles to generating creative problem-solving options:

- (1) Deciding prematurely on an option and thereby failing to consider alternatives;
- (2) Being too intent on narrowing options to find the single answer;
- (3) Defining the problem in win-lose terms; or
- (4) Thinking that it is up to the other side to come up with a solution to the party's.

Fisher and Ury define skilled negotiating as "back and forth communication where some interests are shared and some are opposed." The purpose of negotiating is seeing if you can get your interests achieved through an agreement. An interest is why you want something, not what you want. When negotiators start working from the standpoint of interests, they can begin to work with the other negotiating team to explore alternative solutions. Roger Fisher and William Ury³. At its best, skilled negotiating involves two teams working to resolve a problem. The problem usually can't be solved to everyone's satisfaction unless each side comprehends it. Why the parties want something is where the process of problem-solving begins³.



YOUR PEOPLE SKILLS CAN MAKE THE DIFFERENCE

- First, you need to know how your behaviour affects others.
- Next, understand that everyone has their unique preferred way of communicating, and it may not be your way.
- Effective skilled negotiators are those of us who can change their communication style to meet the needs of the listener.

1. Influencer:

Like a person who is dominant, influencers are good at telling, but they use a less direct method. At their best, they can be viewed as visionaries. The influencer may see the dominant person as negative, and a dominant person may view the influencer as unrealistic or even political. Although both are leaders. Influencers want a relationship and their focus is motivating people to get results together.

2. Steadiness:

'Steadiness' people, like influencers, see positive aspects when looking at new ideas. However, people with the steadiness attribute do not like change preferring the status quo.. They are superb and considered listeners. High dominant and influence styles that negotiate with people who are of the steadiness style have to be cautious, as the steadiness type of negotiator likes immediate responses. .

3. Conscientious:

Like steadiness, conscientious styles are introverted and reserved. But, like the dominant, they are task and control focused. When negotiating, your statements must be factual and have a point. They are perfectionists. Their approach is indirect, reserved, business-like, and diplomatic. Unless you can provide them with reasons supported by facts, they do not readily accept change. An influencer negotiating with a person who utilises the conscientious style has to have accurate facts.. Detail is not a strong suit for influencers. Dominants need patience with the conscientious style, as dominants desire to make a decision and get on with it. A limitation of the conscientious style is that in their zeal to get all the facts, conscientious styles can appear to be indecisive.

TOP 10 ACTIONS TO SUCCESSFULLY NEGOTIATE

1. Know what you want: the clearer you are on your interests and goals, the better your chance of success.

2. Know the other side: learn as much as you can about the people you're negotiating with.

3. Consider the timing and method of negotiations: alter the game to win/win problem solving by negotiating skilfully using interests, not positions.

4. Prepare: negotiators who prepare will outperform those that do not.

5. Offer benefits for accepting your offer: You are much more likely to close if you provide a "what's in it for them?" benefit.

6. Frame your negotiation around one or two key points: keep it as basic re-framethings to stay on track and efficiently reach agreements.

7. Know your end game: your personal power comes from the ability to walk away if you are unable to reach an agreement. Effective negotiators know when to walk away and also leaving the relationship intact.

8. Prepare options for mutual gain: be creative. Find unique ways for both sides to get their interests met.

9. Listening is the most powerful negotiation skill: it will help you learn where your interests are shared with the other side and where they are in opposition.

10. Use the power of the written word: Always put negotiations in writing.

BEING AN EFFECTIVE COMMUNICATOR STARTS WITH BEING A GOOD LISTENER

You learn the interests of the other party through listening. Some styles are better at this than others, the fact is that we are usually not good listeners. Most listen to reply, not to understand.

Good listeners are asking questions and trying to listen to the words. But when there's an incongruency words only comprise 7% of how we communicate. Communication is 93% non-verbal. Non-verbal communication is also important in determining the speaker's style.

Use questioning as the first step in learning the interests of the other party as you develop your effective negotiating skills. Understand Effective questioning skills and listening skills can provide solutions to a negotiation problem. By getting the other party to talk, and listening to their replies, a positive message is sent. This greatly enhances trust and keeps tension low. People will do business with you because you are perceived as trustworthy, a problem-solver and adding value to the relationship.

HAVE A PLAN

Detailed planning, involves attempting to determine what the other side may want, and why.

Consider these pointers when creating a plan:

- Try to establish the negotiating style of the other party
- What are our/my interests?
- What are the interests of the other side?
- What do I have that I can trade that is of lesser value to me and of higher value to the other side? Those with lesser negotiating skills will not have considered this, and will want to go through a series of positional compromises.
- What are three options I can implement to move the negotiation from compromising to joint problem solving?
- What is the very least that is considered acceptable?

It's critical to establish at what point will you terminate the negotiation process.

FINDING THE BEST ALTERNATIVE

In negotiation this involves what you can or might do if an agreement cannot be reached.⁴

- What are you prepared to accept or reject?
- Ask yourself what is the other side's options. Why are they negotiating with you?
- What is preventing them from doing it with someone else, or on their own?

Negotiating is a highly psychological process involving considerable thought and body language. Negotiations can be very stressful if the time hasn't been taken to carefully plan and execute the discussions and arrive at a position where both parties can walk away feeling that they have achieved a successful outcome.

CASE STUDY CONCLUSION:

Sue met with Roger and went through all the aspects of the software system. Sue identified reduced training could save the company \$3500. Roger concluded that the company could reduce other costs by \$5000. As luck would have it, the work would progress across two financial years. Sue and Roger agreed that an initial payment of \$100,000 would be made in one financial year with a second payment of \$41,500 made in subsequent financial year. Happily, for both parties an agreement was reached. Sue obtained her preferred software package and Roger landed a sale.

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ABOUT THE AUTHOR



PHILIP TAYLOR joined the Qld Branch in 1992 after relocating from Victoria. He became a Branch Councillor in 1993 and in 2001 became Branch President, a position held until 2007. Philip had a long held interest in education for records management staff and was Qld Branch Education Co-ordinator for many years. Philip is currently a member of the Editorial Committee for iQ. His career in records management spanned over 35 years in both state government and higher education sectors. Now retired, he enjoys travelling and perusing a number of other interests. His records management still remains especially in the area where records management interaction with public policy issues. He was awarded Life Membership of the RIMPA in 2006. He has been a member of the former RMAA and RIMPA since 1974. philip2013@bigpond.com



BEYOND DIGITAL CONTINUITY

CALL FOR PAPERS

The 37th RIMPA Live annual convention, hosted by the Records and Information Management Professionals Australasia, will be held in Canberra, ACT from October 12-15, 2020.

The theme for this year's convention is 'BEYOND DIGITAL CONTINUITY'.

We welcome submissions that showcase the various ways our profession is:

- Approaching digital futurism and leadership.
- Approaching the modern and ambitious approaches that organisations are taking to enhance current practice in records, information and data management, to keep pace with the ever-increasing amount of the future needs for the industry.
- Enhancing the skill set of practitioners and providing them with their very own toolbox to move beyond, digital continuity.

While a variety of submission topics are desired, we encourage you to think about if and how your presentation may fit into one of the following scope of topics.

Digital Futurism and Leadership:

- 2021 and Beyond – What does the Future Bring to Records Managers?
- Digital Leadership – What skills do we need, to be a digital information leader?
- Designing organisations in readiness for AI information management.
- Digital Innovation for information managers.
- Human aspects when applying AI and ML technologies.
- The future records and information management team.
- Information Management mobility success stories.
- Delivering a Next GEN experience via AI and mobility.
- Digital Information Management Governance.
- Digital transformation – best practice.
- Making effective decisions to improve the business.
- Digital Government in Action (Case Study).
- Ask the Experts (Panel) – Q&A with Digital Leaders.
- Ask the Experts (Panel) - Managing records remotely, effectively.
- CEO Concerns – (Panel) – the implications and impacts of digital transformation.

Future Needs for Industry and New Professionals:

- Important Skills required for new professionals (Noobs).
- Education –Future education requirements for records and information management professionals.
- Data Management – Is this now the role of records and information management professionals?
- Single person records offices – How to be resourceful with no resources.
- Local Government (Case study) Digital Success in Local Government – Lessons Learnt.
- Legal Sector – (Case study) Digital records as evidence
- Emergency Services – (Case Study) Using Digital records in times of crisis.
- Utilities – (Case Study) – The importance of Digital records
- Ask our leaders – (Panel) What organisations are looking for when employing records and information managers.

Professional Development now and beyond:

- Basic skills to become an effective presenter.
- How to effectively communicate and market your records and information management program.
- Tips and tricks on developing a digital records framework.
- How to change an organisational records and information management culture.
- Data Management – Basic knowledge on what you need to know.

The RIMPA Live 2020 program welcomes proposals for:

- 30-35-minute presentations.
- 40-minute panel discussions.
- 80-minute professional development workshops.
- 110-minute professional development workshops.
- 120 minute professional development workshops.

Proposal Information:

- Presentations:
 - Must be submitted as an abstract of 300 words
- Professional development tutorials:
 - Must be submitted as an abstract of 500 words.
 - Must include information about coordinator, format and target audience.
 - Must include details about expected outcomes.
- Panel Discussions:
 - Must be submitted as an abstract of 500 words.
 - Must include information on panel set up (moderators and contributors).
 - Must include details about the topic of discussion, how panelists will contribute to the discussion, how the audience will be included in the discussion, and some anticipated outcome of the discussion.

ALL SUBMISSIONS ARE DUE BY 1ST FEBRUARY

Please submit your presentation proposal via the website for consideration by the convention program committee. Speakers will be advised by late March 2020 whether they have been accepted or not, via email. **Please note all presentations must be educational and informative with no product/service sales pitch.**

**SUBMIT
YOUR
PAPER**

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NEXT ISSUE:

Standards

Standards: have they made a difference?

- What has been the impact of records management standards, in particular, in public sector agencies?
- Update on international industry standards.
- + Innovation and excellence: feature articles by RIMPA Live winners.

If you have a relevant article, we would love to hear from you.

Please submit your story idea to:
editor.iq@rimpa.com.au

Copy due: Thursday 5 December, 2019

2019-2019 ANNUAL REPORT

(ABRIDGED)

RECORDS AND
INFORMATION
MANAGEMENT
PROFESSIONALS
AUSTRALASIA



Dear Members,

I welcome you to an abridged version of RIMPA's Annual Report for 2019. As was the case for the Annual Report last year this report provides information on Branch activity and events, membership updates and financial information and other matters.

I would like to highlight a number of objectives that were achieved during the past year.

The Board endorsed a new inspiring strategic plan which focuses on member engagement and services. The plan sets out achievable objectives and is being used to measure Board, Branch and staff performance.

New Members have increased by some 40% over the past 15 months and there has also been a substantial increase in professional membership.

Providing training through workshops and other means has been a strong focus for the Board and the General Manager. There is a very high demand for records management training, and it has been provided throughout Australia as resources permitted.

There has been increased collaboration with information industry associations and renewed engagement with the Council of Australian Archives and Record Authorities (CAARA).

Our Governance Branch (GABA) has been developing new governance documents such as the Board and Executive Charter and most importantly a wholesale review of the constitution with a consultative draft sent to RIMPA's professional membership for comment. The revised constitution is to be voted on at the AGM in Melbourne.

Lastly, as part of the rebranding and revitalisation of RIMPA there has been significant investment in the development of a new RIMPA website, new membership software and other software to improve operational efficiency.

The Informaa Quarterly (iQ) has also not escaped our attention resulting in a higher quality product in terms of content, design and format. Due to popular demand printed copies of the iQ have been made available on subscription.

The Board and Branches will continue to work to achieve the required outcomes as set in the strategic plan and continue to provide improved services to all members.

On behalf of the Board, we thank all our members for their ongoing support and contribution to RIMPA in 2018/19.

Thomas Kaufhold
Chair RIMPA (MRIM)

REPORT ON FINANCIAL MATTERS 1 JULY 2018 - 30 JUNE 2019

Sentrika Accountants & Business Advisory (formerly QGR Accountants Varsity Lakes) have continued to provide contracted accounting, CFO services and financial management to RIMPA for the period 1 July 2018 to 30 June 2019.

FINANCIAL INFORMATION

This financial year, although still recording a trading loss, has resulted in the organisation stabilising, with cash outflows being restricted and overall outflows reduced.

After posting a loss of \$40,483 in 2018, the operating loss for the period ending 30 June 2019 was equal to \$74,532.

Total revenue for the period was equal to \$852,633 which was \$139,425 less than 2018, largely due to lower delegate and sponsorship revenue from the national conference held in Hobart in 2018. The geographical location contributed somewhat to these numbers and without a local RIMPA branch in Tasmania promoting the event, attendee and vendor numbers were lower than years previous. Coupled with a decline in membership renewal income, total revenue was down for the period.

Expenditure in 2018 totalled \$1,026,764 as compared to \$924,416. Although revenue decreased, expenditure was managed accordingly, in particular with the national conference costs.

Although overall revenue decreased, new revenue lines were added, and a Workshop Training Program has been established. RIMPA now offer onsite Workshop Training for Records professionals that can be customised or developed for a particular requirement. It was critical for the ongoing viability of the organisation that additional revenue streams were developed as part of the new strategic direction. Training revenue to 30 June totalled \$33,878 with a continuing program scheduled for post 30 June 2019. It was highlighted to the Board that the organisation needed to add approximately \$100,000 in additional revenue to ensure fixed costs could be met year on year and to guarantee sustainability into the future.

Net profit/(loss) per Financial Statements (after Income Tax)	(\$74,532)
Add: Unrealised Loss on Investment	\$7,068
Movement in Employee Provisions	\$5,837
Depreciation	\$270
Net profit/(loss) after non-cash impairments	(\$61,357)

	2019	2018
Total Revenue	\$852,633	\$974,667
Direct costs attributable to revenue	\$360,661	\$475,829
Investment income	\$3,751	\$17,836
Gross profit	\$491,971	\$516,763
Overhead expenses	\$563,754	\$550,935
Net Operating profit/(loss)	(\$74,532)	(\$40,483)

Forecasts indicate that Workshop Training should deliver approximately \$120,000 for the period to 30 June 2020.

Cash and Investment Asset holdings have reduced by \$69,840 to \$417,937 as at 30 June 2019. As at the time of writing, the Cash and Investment Asset Holdings were up to \$559,456 as delegate registrations for RIMPA Live continue to come through along with membership renewal income. Compared to the same period last year, cash receipts as at 30 June 2019 have improved significantly. Net cashflow from operating activities for the period ended 30 June 2019 was equal to a loss of \$87,576. After redemptions from the Colonial Investment, operating cashflow was equal to \$50,432 positive.

OTHER OPERATIONAL MATTERS

The current financial year has presented some challenges for the organisation but has also created some opportunities. A new General Manager was employed by the Board appointing former Queensland Director Anne Cornish MRIM to the vacant role. Anne has over 35 years of industry experience and has served on the Board collectively for approximately 10 years

(as QLD and Vic Director). Anne has firsthand knowledge of the operational challenges the organisation has been presented with over the last three years and has operated a successful Records Management business prior to this appointment, carrying the requisite knowledge of the industry coupled with business management experience.

In the first half of the financial year the financial strategy for the company was to reduce costs where possible in order to reduce the negative monthly cashflow position to a minimum. Once a steady state was achieved, strategic investment was made in several areas of the business.



The main areas identified by the Board for investment both financially and with time, were as follows:

- Re-establishing the WA Branch.
- Developing Workshop Training Program and delivery.
- Upgrading of website.
- Upgrading CRM and member database management software.
- Further engagement with Branches.

OBJECTIVE:
FINANCE & OPERATIONS

- ☑ Introduction of new revenue streams:
 - o Job Board.
 - o Training Workshops.
- ☑ Regular financial reporting to board and branches.
- ☑ Invested in:
 - o New membership Database (membes).
 - o Company rebranding.
 - o New and improved website.
 - o Skilled staff.

OBJECTIVE:
INCREASING MEMBERSHIP PRIDE IN RIMPA

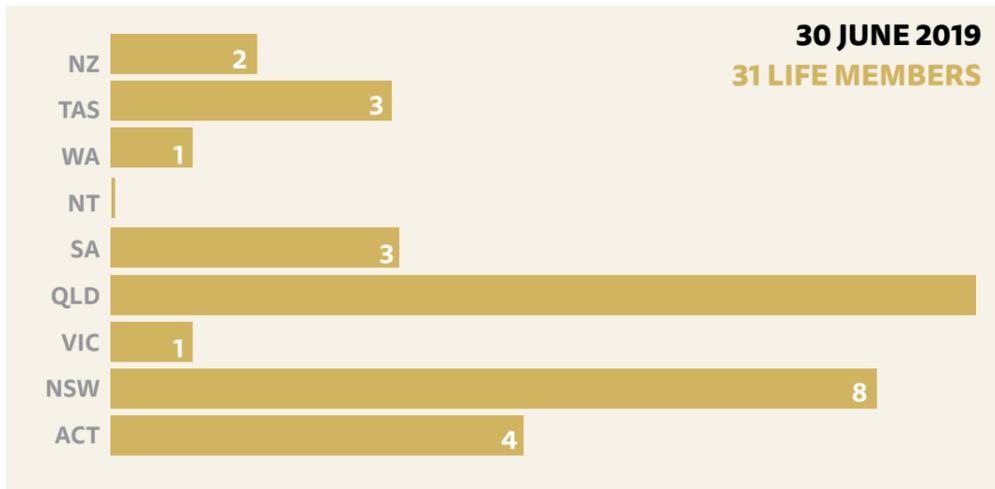
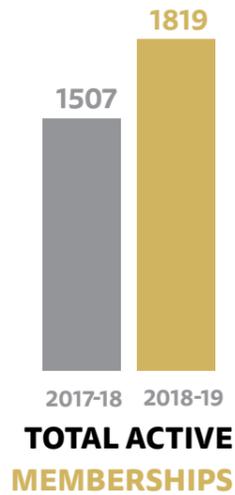
- ☑ Delivery of 50 training workshops to over 240 participants to both capital city and regional areas across Australia.
- ☑ Live streaming of events in three states.
- ☑ INFORUM 2018 – Hobart 160 delegates, 30 speakers, 60 trade sponsors.
- ☑ Involvement in vocational course material accreditation review.
- ☑ Introduction of National sponsorship options for long term vendors (Ezescan).
- ☑ Planning for chapters in NT and Community of Practice Group in Townsville.
- ☑ MOU with InfoGov ANZ.
- ☑ Increased social media footprint .with 1340 Facebook followers, 43 Instagram followers, LinkedIn 3050.
- ☑ Formal mentoring program.
- ☑ Commenced planning of National RIMPA Noobs Program.

OBJECTIVE:
PEOPLE AND GOVERNANCE

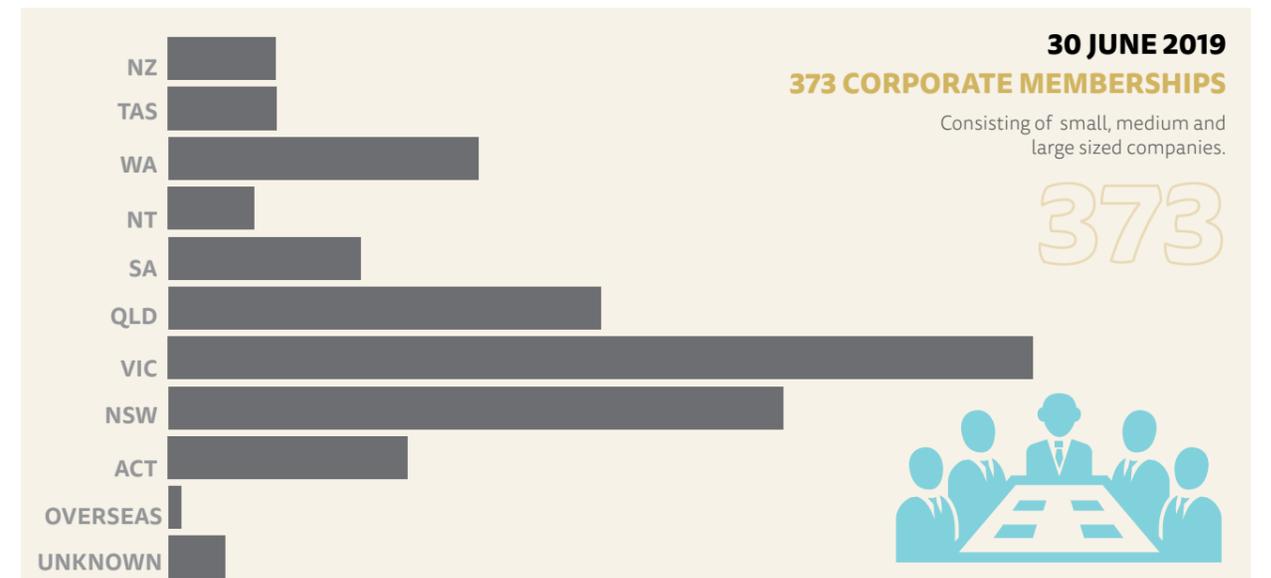
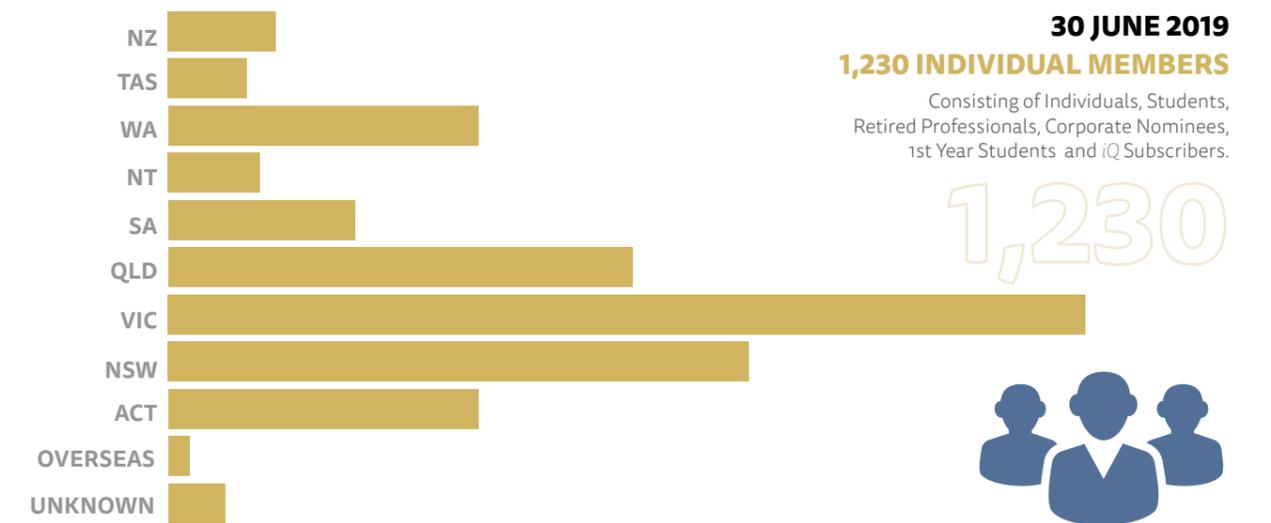
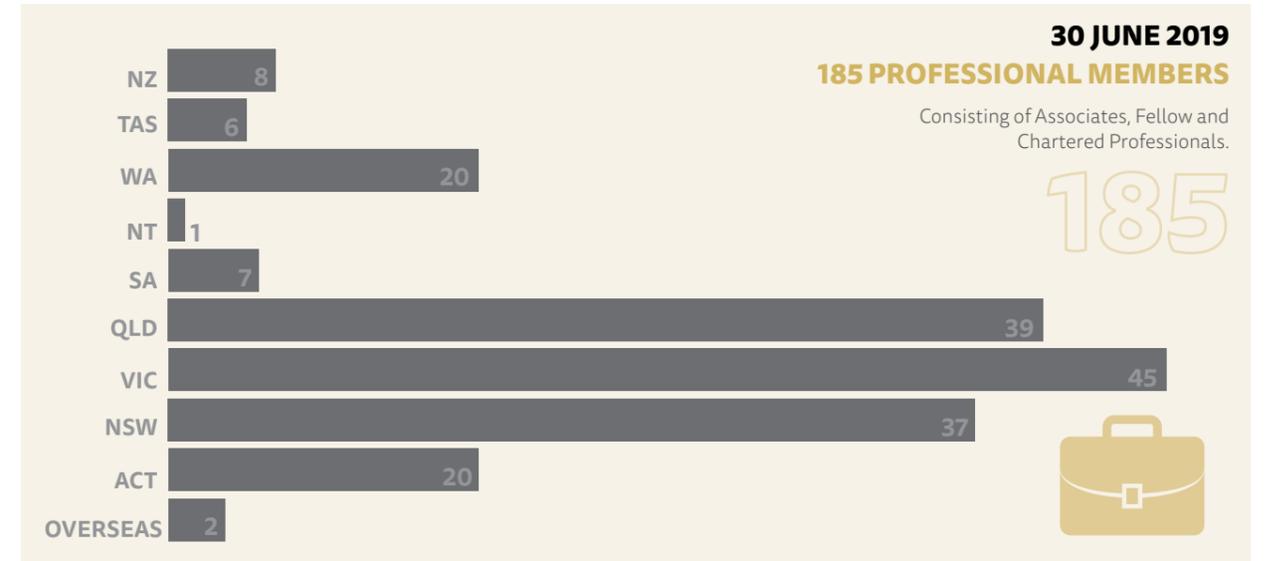
- ☑ Constitutional redraft awaiting approval by members.
- ☑ Major rewrite of RIMPA policies.
- ☑ Governance training for Board and GABA Branch Persons.
- ☑ Appointment of General Manager.
- ☑ Skilled RIMPA staff.

2019-2020:
PLANNED OBJECTIVES

- Approved expenditure to commence the establishment of an RTO.
- Commencement of NT Chapter.
- Expand RIMPA membership into non-traditional markets:
 - o Not for Profit associations.
 - o Legal Profession.
 - o Construction Document Controllers.
- Develop & sell product templates for non-traditional markets:
 - o Classification schemes.
 - o Retention schedules.
 - o Policy templates.
- Increase vendor engagement.
- Collaboration with international records & information counterparts commencing in October 2019.
- Commencement of National Noobs Program.



MEMBER UPDATE





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Email: emcleod@grace.com.au
Address: 9 Hopher Road, Campbelltown, NSW, 2560



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Contact: Robert Johnson
Phone: +1 602 788 6243
Email: rjohnson@isigmaonline.org
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Phone: 02 9582 0122
Email: anita.pete@ironmountain.com
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Contact: Hannah Wilson
Phone: 0412 556 348
Email: Hannah.Wilson@naa.gov.au
Address: 13 King George Terrace Parkes ACT



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Web: www.ezescan.com.au



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Phone: 0433 812 015
Email: chathra@gmail.com



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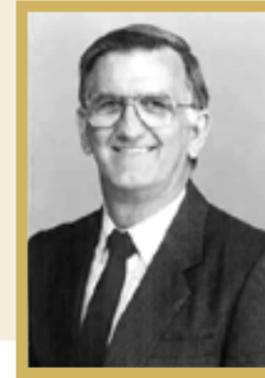
Phone: 1800 242 611

Book via the events calendar on RIMPA's website.



INTERVIEW WITH

Jim Shepherd MRIM Life



In 1969, Jim Shepherd attended the first meeting of the then RMAA, NSW Branch, to become a foundation member. Later in 1969, Jim was involved in the formation of the Queensland Branch. Along with other members, Jim encouraged the Queensland Education Department to establish a records management course at Kangaroo Point TAFE. He was one of the first graduates of the course and also went on to become a teacher at the TAFE.

Jim has held roles as Treasurer, President, Councillor, Board Member and Life Member with RIMPA. He has also been a delegate to the International Records Management Federation and the Australian Information Technology Council.

In 1998 Jim retired from active service with RMAA after 29 years of "challenging and exciting times", as Jim puts it. In 2004, The Jim Shepherd Award was created in honour of Jim's services.

Suffice to say that Jim's long-standing contribution to the Association makes him a powerful and enduring industry influence. As RIMPA celebrates its milestone 50th birthday this year, it is only befitting that iQ proudly features Jim Shepherd as this edition's Member Profile.

Why is RIMPA integral to the records and information sector?

It is important that as an industry we are recognised as a professional body.

As RMAA/RIMPA's representative on other professional bodies, I ensured that we were recognised as a major national organisation and within the national professional records industry.

Your association with RIMPA culminated with the establishment of The Jim Shepherd Award in 2004...

I was very honoured that my profession created The Jim Shepherd Award as it gave the records retail industry recognition for their major contribution to our industry.

When I was involved in the formation of the Queensland Branch I wanted to show that we were setting up a professional organisation, not just an organisation involving public servants.

For that reason, I also set out to invite other organisations to join our then proposed RMAA Branch.

What are some snapshots of your involvement in the profession?

In 1967, I was the records manager with Brisbane city council, the largest local authority in Australia. In 1988, I was appointed to the senior management position of chief clerk.

From 1976 to 1978, I held the position of Federal Vice President and from 1978 until 1981, I subsequently served as Federal President.

I was appointed Federal Treasurer of RMAA from 1986 to 1991 and was a member of the organising committee of the first, seventh and fifteenth RMAA national conventions.

As National Treasurer, I established a trust fund from the convention's surplus funds to ensure RMAA had a back-up financial account for any future shortfall times.

Tell us briefly what your roles as delegate to the International Records Management Federation and Australian Information Technology Council entailed?

As RMAA/RIMPA's delegate to the International Records Management Federation and Australian Information Technology Council, I was accepted by those professional organisations as part of their respective industries.

We could discuss issues that confronted our particular organisations. Many professionals were members of more than one organisation within the profession, which gave them a wider-knowledge of the industry.

Any thoughts or advice for RIMPA heading into its 51st year and beyond?

As RIMPA heads into its 51st year and beyond I am very confident that our Association, managed and led by our very professional Board, will expertly face and resolve any future problems that may arise, to the benefit of our members and our industry.

Thank you for the honour, Jim.

profile



Directory



Chair
Thomas Kaufhold
Email chair@rimpa.com.au



**Member Services, Marketing
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