



Records Management Association of Australasia

The Changing Nature of the Information Professional: a view from ‘the dark side’

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Agenda

- Introduction & background
- History
- The extant paradigms
- Current business environment
- Convergence of paradigms
- Unstructured data - is ECM the new opportunity?
- The skill set of the modern information manager

Introduction & Background

- Perspective is from the RM & “specials” angle
- 20 years work experience in the fields
- Former library technician
- “Fell into” records management
- Corporate Information manager
- Director of the RMAA
- Qualifications
 - Ass Dip (Library Practice)
 - BAppSc (Information Studies)
 - MA (Information & Knowledge Management)

History of the professions

- Records management emerges in the Neolithic period 8,000 B.C.
- Sumerians 3,100 B.C. script / tablets
- The great libraries of antiquity
- Renaissance / printing press
- Industrial revolution
- Emergence of the librarian profession in the 18th and 19th centuries
- Emergence of the records management profession in the mid-20th century

The two main paradigms

Social
needs
paradigm

Librarians, Archivists,
Historians

Decision
Support
Paradigm

Records Managers,
Competitive Intelligence,
Knowledge Managers

Pemberton (1995)

Recent environmental change

- Technology has changed everything:
 - Computers on desktops
 - Email
 - Spreadsheets
- Constant organisational change
- Lack of broad discipline for rules
- Technology catching up - EDRM, Content Management etc

Recordkeeping on the Agenda

- High profile corruption scandals
 - Enron / Arthur Anderson
 - HIH
 - Heiner affair
 - McCabe
- Increased attention by regulators
 - such as OECD; European Committee on Banking Supervision (Basel II), ADB Anti-Corruption Initiatives etc
 - Internally for specific sectors: securities and exchange, compliance reporting

Unstructured data

- Unstructured data, information or content?
- Documents on servers that do not explicitly specify how it is organised, how it relates to other data, or how it should be used.
- 80% of an organisation's information is unstructured data
- Unstructured data occurs in many formats
- Structured data (metadata) is usually used to describe and organise information

Enterprise Content Management

- Complex software to assist in managing structured and unstructured data
- Usually a suite of applications to take into account different requirements
- To support functionality requires design decisions and control tools

Conflicting requirements

- All records and documents are made up of information
- Managed as information we tend to want it to be:
 - Up to date - timely
 - Non redundant
 - Manipulable
- Managed as records we want:
 - Time bound
 - Redundant
 - Non-manipulable

Why is it difficult?

- Difficult because everyone is responsible
- Change to work practices
- Balancing of different requirements around information
- Requires adherence to rules embedded in the system
- Long term retention and technology change
- Business requirements not understood by IT
- No coordinated approach between professionals

Recordkeeping profession - the convergence of paradigms

Social
needs
paradigm

Archivists

Convergence over time

Decision
Support
Paradigm

Records Managers

The modern information manager

Social
needs
paradigm

Librarians, Archivists, Curators

Blend of both sets of skills to
be truly effective

Decision
Support
Paradigm

Records Managers,
Competitive Intelligence, MIS,
Knowledge Mangers



We have similar skills

Information Lifecycle Activity	Records Management	Library Services
Collection	Creation/ Registration Alteration	Acquisition
Storage	Index/Classification File/Appraisal Preservation	Catalogue/Classification Accession/Registration Preservation
Access	Retrieval Delivery	Search/Retrieval Dissemination
Use	Decision-making	Research
Disposal	Destruction Archive	Cull Archive

Values of Information Professionals

Koehler & Pemberton (2000)	Gorman (2000)	Rubin & Froehlich (1996)
Client/patron rights and privileges	Privacy Service Rationalism	Privacy
Selection issues	Intellectual Freedom Stewardship	Selection and Censorship Reference
Professional Practice		Intellectual Property Rights Administration
Access Issues	Equity of Access	Access Technology
Employer responsibility		Loyalties
Social Issues	Democracy Literacy and Learning	Social Issues

Useful skills/knowledge of the librarian

- Information behaviour understanding
- Information design knowledge
- Service orientation

Useful skills/knowledge of the records manager

- Understanding of business process
- Evidentiary and legal processes
- Disposal skills

Generic management skills

- Project management
- People management skills
- Influencing and Leadership skills
- Change management skills
- Must undertake continuing professional development

The End Game

- Program of management of all information resources
- Developed with the cooperation of the organisation
- Reflects the organisation
- Has strong support at all levels
- Skilled information professionals

Good luck and thank you





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