



Archives & Records Association
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EDITORIAL

Hello and welcome to the January 2012 edition of **ARC**, which is a Records Management special issue. It almost wasn't because a gap in replacing Publications Officers at the Records Management Group (RMG) meant a possible lack of material, and the subsequent implementation of the editorial team's top-secret Plan B.

However the RMG saved the day and persuaded people from all over the world to provide material on what they do on a typical day and talk about specific projects. This means that we have a series of articles ranging from an actual 'day in the life' to digging up time capsules and coping with a building that is falling down. We see how things are tackled in the business, local government and higher education sectors in places such as the UK, Malta, the USA, and New Zealand.

We would like to thank Ruth Loughrey, Vicki Wilkinson and Anne Jones for stepping in at short notice to commission and round up these articles; and give a big hand to those who provided the articles and got us back on track. Plan B is safe for another day.

We also have further views from delegates on the recent Edinburgh Conference to prove beyond doubt that it was a great success; and news on how the Business Archives Council cataloguing grants awarded last year have been used (as first featured in *ARC* September 2010).

Putting together this edition has at times felt like taking part in a Christmas quiz called 'Name that acronym'; do you know your ACALGs from your SCALGs, your EDRMS from your ANPRs?

On that festive note we would like to wish you all a Happy New Year.

Gary Collins, Ceri Forster, Sarah Norman, Rose Roberto and Richard Wragg.

DISCLAIMER

The Archives & Records Association (UK and Ireland) cannot accept responsibility for views expressed by individual contributors to *ARC* Magazine. It is a medium for informing members of news, information and ideas relevant to the profession, including archive conservation. It is not an official guide to procedures, concepts, materials or products.

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Chimpanzees from Billy Smart's circus on the paddle steamer *Empress*. The man holding the chimpanzee is chief engineer Alfred Pover, and the man on the far right, looking down at the chimp at the wheel, is first officer Eric Plater (1949). D/COS/8/1/22.

Cabinet Secretary Fiona Hyslop and George MacKenzie at General Register House.

The converted 19th century livery stable that currently houses the Greene County, Ohio archives.

Postcard advertising Unilever Archives and Records Management Services.

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Opening Lines



George MacKenzie, Keeper of Records at the National Records of Scotland, is ARC's first 'thinker aloud' for 2012. He and his colleagues had a significant and historic 2011.

there was a good fit between the National Archives of Scotland (NAS) and the General Register Office for Scotland. Scottish Ministers agreed, setting us a challenge to merge by April 2011.

The merger had its origins in our shared interests in family history, but there is a wider logic. We are information brokers, gathering, arranging and preserving records and information. We then make them available to our customers, both online and onsite. The archive and statistical customers are different, but we use the same techniques. There is a converging need to preserve and access digital records over time, whether from courts, government files or the databases being created from the recent Census. There are huge opportunities for working more closely. A new unit provides a seamless service for adopted people to access the records formerly held by two organisations. We are developing education resources like our archive ones to explain the work we do on statistics. We will be harnessing the geography skills from the census to help in locating and describing archives. The merger has also given NRS greater critical mass, which is vital for survival in today's difficult economic conditions.

A couple of weeks ago I was doing some research for a talk at a UNESCO conference in Edinburgh on remote access to cultural heritage. I looked at the incoming correspondence of one of my predecessors, William Pitt Dundas, in 1855. It was a gentler era: the total of in-letters for the year was roughly one day's emails today; a local doctor assured Dundas he was ready to take charge of medical statistics, provided it didn't interfere with his private practice. And yet the concerns were very similar: securing the resources from government to run the organisation, juggling existing business and new initiatives. I feel an affinity with Dundas. He was Deputy Clerk Register, the equivalent of Keeper of the Records, when along came the new Registration Act in 1854 and overnight he found himself Registrar General as well. The posts were combined until 1919. I won't make a prediction for 65 years from now, but records and archives in Scotland are on a new and exciting path which will help guarantee their pivotal role in government and society and ensure their importance is recognised well into the future.

And, talking of the future, may I wish all ARC readers a very happy 2012.

North of the border the records and archives issues are the same, but we deal with them in a distinctive way. Last year for example saw the first new legislation on records for over 70 years and the formation of National Records of Scotland (NRS).

We're now implementing the Public Records Scotland Act, working closely with stakeholders who create records, ARA colleagues who manage them and with strong support from the Scottish Council on Archives. Getting it right will bring the most significant improvement in public sector record keeping in a generation. Getting it wrong isn't an option.

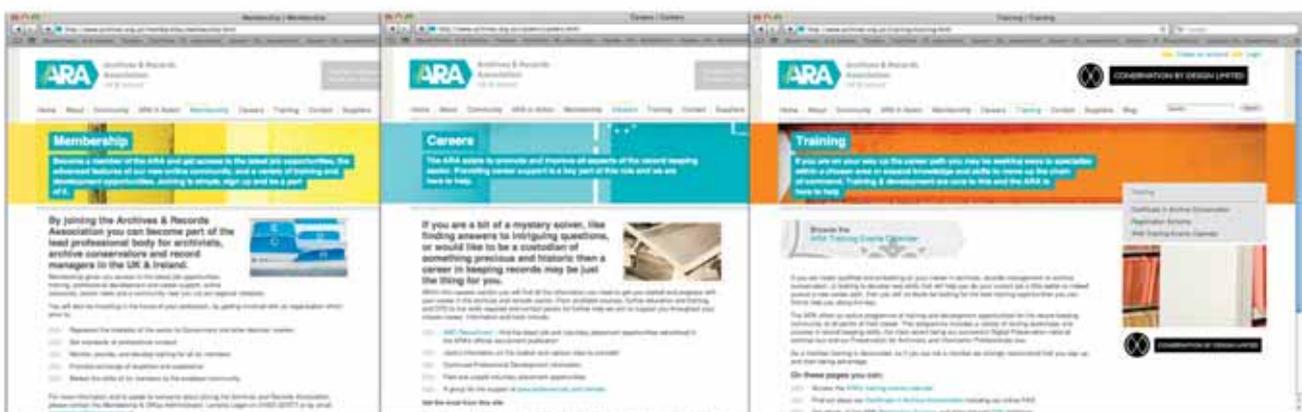
A year ago, we reviewed the public sector landscape in Scotland in the light of the Scottish Government's simplification agenda. We concluded



When did you last click on www.archives.org.uk?

We're working hard to improve the website and make it the one-stop-shop for everything you need to know about your Association and the archive and record-keeping world.

Read the latest news and views. And share some views of your own on the community pages. Forgotten your password? Send an email to membership@archives.org.uk – and you're ready to join in!



Collecting Matters

There are myriad definitions of *archive* but how many suggest that archiving is part of the same information life-cycle as *records management*?

Archives need to promote their relevance not just as '(places) containing records, documents or materials of historical interest' - as described online by The Free Dictionary - but as part of the information life-cycle; not just as '(repositories) for stored memories' but an active reflection of today and a source of inspiration for tomorrow.

Celebrating the value of archives is central to the *Finding Archives* project, The National Archives' review of its online resources. Feedback from our November focus groups and results from December's online survey will be published on our website over the next few weeks:

www.nationalarchives.gov.uk/information-management/projects-and-work/finding-archives.htm.

And don't forget to complete your return for our annual *Accessions to Repositories* survey. If you haven't received the usual reminder or haven't contributed before then let us know or go online to learn more: www.nationalarchives.gov.uk/accessions/.

How we collect accessions information and update the National Register of Archives is being reviewed as part of *Finding Archives*, so if you have something to say, then there's still time: FindingArchivesProject@nationalarchives.gsi.gov.uk

Cathy Williams

Senior Manager: Strategic Collection Development,
The National Archives

asd@nationalarchives.gsi.gov.uk
www.nationalarchives.gov.uk/information-management/policies/collection-strategies.htm

Registration Scheme News

New Enrolments:

We welcome the following new candidates to the Registration Scheme and wish them good luck with their progress:

Penny Bonning

Archivist/Records Manager, Royal College of Obstetricians & Gynaecologists, London;

Robert Fotheringham

Sheriff Court Archivist, National Records of Scotland, Edinburgh;

Ruth Frendo

Archivist, Shakespeare's Globe, London;

Charlene Taylor

Archivist, Worcestershire Record Office, Worcester.

CONTACTS:

General Registration Scheme Enquiries:

registrar@archives.org.uk;

Registration Scheme Events Enquiries:

regschemeevents@archives.org.uk;

Registration Scheme Admin. and Bursaries:

regschemeadmin@archives.org.uk;

Registration Scheme Communications Officer:

regschemecomms@archives.org.uk;

Registration Scheme Mentor Queries and Advice:

regscheme Mentors@archives.org.uk.

Richard Wragg

Communications Officer,
Registration Sub-committee

A Christmas present to all established managers

We all know how tight budgets, and particularly those for training, are at the moment. It's also difficult to find time to attend training, let alone spend any money on it.

Now, thanks to the Archives and Records Association (ARA) there's an opportunity to apply for a bursary worth £1500 or its euro equivalent to support your professional development. This leadership bursary is open for applications from established managers in archives, conservation or records management who have at least five years of management experience.

The ARA has always provided bursaries for those at an early or post qualification stage of their career. This bursary provides support for those archivists, conservators and records managers who are further along in their careers. The profession needs experienced leaders who are prepared to stand up and speak out when necessary. The ARA takes its responsibilities to the sector very seriously, especially in terms of workforce and leadership development.

The application process is simple. Please send your CV, details of the course you wish to do, proof of acceptance onto it, and what qualification it might offer. Then answer the questions below to demonstrate how this course will help develop your leadership potential and what concrete benefit the wider profession will receive from you participating in it.

Application Questions (150 word limit per question):

- What leadership skills do you use in your current role? Please provide examples.
- Why have you chosen this course and how will it help you?
- How will the learning from this course help the profession?

Please send applications to Lorraine Logan at the ARA's main office by 1 February 2012. Three members of the Board will then assess the applications and aim to make a decision by mid-March.

Please note that this bursary is only available to paid up and full members of the ARA who are in at least their second year of membership. In return for this investment successful applicants will be asked to write an article for publication and to contribute significantly back to the profession - for example by becoming an instructor on the Certificate in Archive Conservation or becoming a mentor on the Registration Scheme.

This bursary is a pilot and will run for the next three years. Its impact on members and the profession will be monitored and evaluated before the decision is made to continue or end this provision.

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Sam Collenette

Member Services: Inclusion

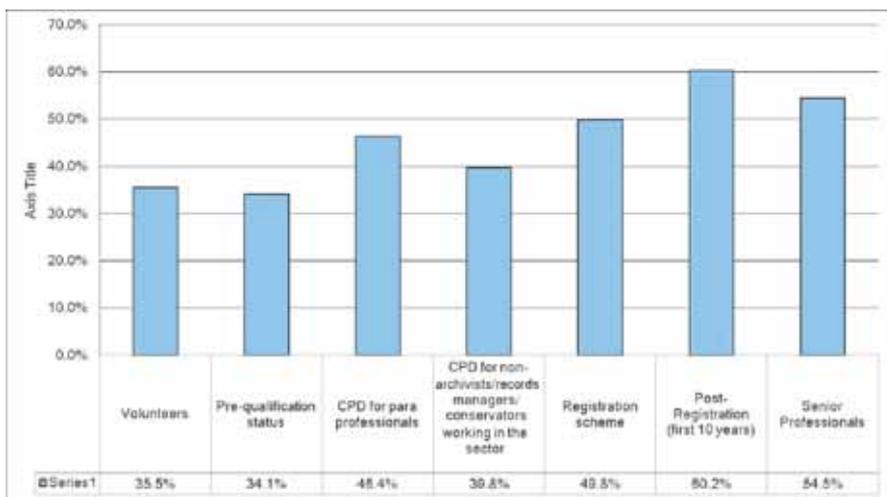
Continuing Professional Development (CPD) Workshop – a work in progress

"I now struggle to find time to reflect and process my learning in any strategic way and in a world moving so fast I think CPD and the recording of it is ever more important." This, and other responses from the recent CPD working group online survey prompted the further investigation of members' views at the ARA Conference in Edinburgh.

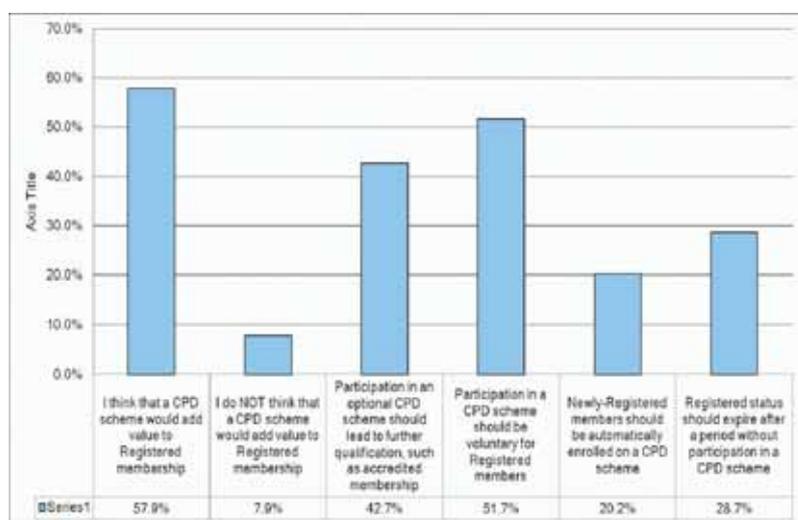
Following recent research by the ARA into CPD schemes in similar organisations and professions, the CPD Working Group has been working on taking the project forward. Consultation continued with ARA members in Edinburgh with a workshop on the Thursday afternoon of Conference. The session was well attended, representing a good cross-section of delegates across both specialisms and career stages.

Results from the recent 10 question online survey - that aimed to collate members' views on specific CPD issues and to signpost the group's next steps - were presented. There were 280 replies from the whole spectrum of the sector: 40% were registered archivists or conservators; 28% were qualified and not undertaking registration and 16% were on the registration scheme.

Key areas where respondents felt CPD provision required review were felt to be post-qualification, in particular senior and Registered members.



Key areas in which to review CPD provision



Which of these statements accurately reflect your views on post-Registration CPD? (tick all that apply)

Overwhelmingly, the need for a coherent CPD framework across a career was flagged by 70%.

Mentoring was seen as more important than buddying, and self-assessment was more popular than either peer review or external assessment. The data did throw up some paradoxes too; over half said that a CPD scheme would add value to Registration, while over half thought that it should be voluntary for Registered members. Fellowships were a popular idea, yet not seen as a priority.

Many respondents also supplied comments:

- I completely fail to see how the resources would stretch to any more work of this nature
- Any assessment should be universal
- Why not just a requirement to do so many hours CPD per year with guidelines
- We need an additional carrot not a stick
- As a senior manager the keeping of a portfolio would be one task too many
- It should be compulsory. We want to be seen as equal in professional terms to lawyers and teachers and doctors.

In the workshop, these survey results and a short set of questions were used as the basis for further exploring CPD framework ideas in four groups. Happily, discussions evolved from the premise that a CPD framework is needed rather than not. Delegates debated on-going assessment, regulation and later career needs as well as the inevitable compulsory or voluntary question. Universally, all agreed that any process had to be straightforward and not too time-consuming.

Although concrete conclusions and blueprints for potential CPD schemes did not arise from the workshop (a tall order in 45 minutes), the flavour of debate and opinions on the matter were very much echoes of the working group's own ideas and aspirations. The group has had the same conversations and thought the same thoughts. This will give confidence in taking the next steps in this journey, outlining a potential CPD scheme (or schemes) and investigating costs and details. The group still wants to hear what you think, so please contact us via the address below.

Come to Conference at Brighton next year and maybe you can sign up to the new CPD scheme that emerges. See you there!

Shirley Jones

Professional Development:
Continuing Professional Development

sjones@wyjs.org.uk

Representatives on other bodies: November 2011

The Archives and Records Association (ARA) is represented by its members on a number of other organisations, committees and boards working within Archives, Records Management and Conservation. Each year the ARA Board reviews which bodies it has official representation on, and how the activities of those bodies are reported back to the Association.

At the Board's November meeting the following list was reviewed and we would like to express our thanks to all those named below for the time and work they put into ensuring we are represented.

We are still without a representative on the British Genealogical

Record Users Committee. If you are interested in becoming our contact then please get in touch with John Chambers to discuss this.

If you are aware of an organisation not currently on the list but you think it should be, then please do contact a member of the Board to suggest any additions.

We are always happy to hear your views and would love you to get in touch.

Catherine Taylor

Member Services: Offer Portfolio

Organisation	Name	Sent By And Reporting To
British Standards Institute (BSI) Archives & Records Management Committee	Vicki Wilkinson	The Board
British Standards Institute (BSI) Conservation Committee	Shirley Jones	The Board
British Standards Institute (BSI) BS5454 Review	Teresa Januszonok	The Board
British and Irish Committee on Map Information and Cataloguing Systems (BRICMICS)	Jim Ranahan	The Board
Digital Preservation Coalition (DPC)	Susan Thomas	Data Standards Group
International Council on Archives (ICA)	Andrew Nicoll	The Board
Institute of Conservation PACR Board	Elizabeth Branigan	The Board
Learning & Skills Improvement Service Libraries, Archives, Information Services Board	John Chambers Bruce Jackson	Professional Development Section for Chief Archivists in Local Government (SCALG)
UK UNESCO Memory of the World Register	Elizabeth Oxborrow- Cowan	The Board
ICON Preservation Accreditation for Conservator Restorers (PACR) Review Committee	Richard Nichols	Preservation & Conservation Group
Scottish Council on Archives	Caroline Brown	ARA Scotland
Archives for the 21st Century Strategy Implementation Group	Martin Taylor	The Board
Archives for the 21st Century Accreditation Working Group	John Chambers	The Board
Archives for the 21st Century Digital Preservation Working Group	Sarah Higgins Susan Thomas	The Board
Archives for the 21st Century Workforce Working Group	Caroline Brown	The Board
Archives for the 21st Century Online Access Group	Catherine Taylor	The Board
Archives for the 21st Century Governance Group	Jess Carlson	The Board
British Genealogical Record Users Committee		
The National Archives (TNA) Liaison Group	Bruce Jackson Elizabeth Hughes	SCALG
Railway Heritage Committee	Jonathan Pepler	SCALG
Business Archives Implementation Group (under the Business Archives Strategy)	Isobel Long	Business Records Group (BRG)
Disaster Management Group (under the Business Archives Strategy)	Maria Sienkiewicz	BRG
Local Government Association liaison	Bruce Jackson Deborah Jenkins	SCALG
Chartered Institute of Public Finance & Accountancy liaison	Richard Childs Bruce Jackson	SCALG
National Culture Forum	John Chambers Bruce Jackson	SCALG
Archbishops Advisory Panel	Jonathan Pepler	SCALG
TNA Self Assessment Advisory Panel	Bruce Jackson	SCALG
Scottish Public Information Forum	Susan Graham	ARA Scotland
British Records Association	John Chambers	The Board
Arts and Export Advisory Council	Lynn Young	The Board

Steamships and Steam Engines

The results of the Business Archives Council Cataloguing Grant 2010 awarded to the Dorset History Centre and the National Railway Museum.

Last year the Business Archives Council (BAC) established a Cataloguing Grant in support of the National Strategy for Business Archives. The grant will be made available annually during strategy implementation, 2010-2015. In August 2010, the Dorset History Centre and National Railway Museum were each awarded £2000 for their winning applications. The successful repositories now report back on their projects.

The Dorset History Centre and the archives of Cosens of Weymouth, Paddle Steamer Company (ref: D/COS)

Following the announcement of our successful bid, a media release was issued through the Dorset County Council communications unit. This generated interest among local media, probably because of the accompanying

image of a chimpanzee apparently piloting a paddle steamer!

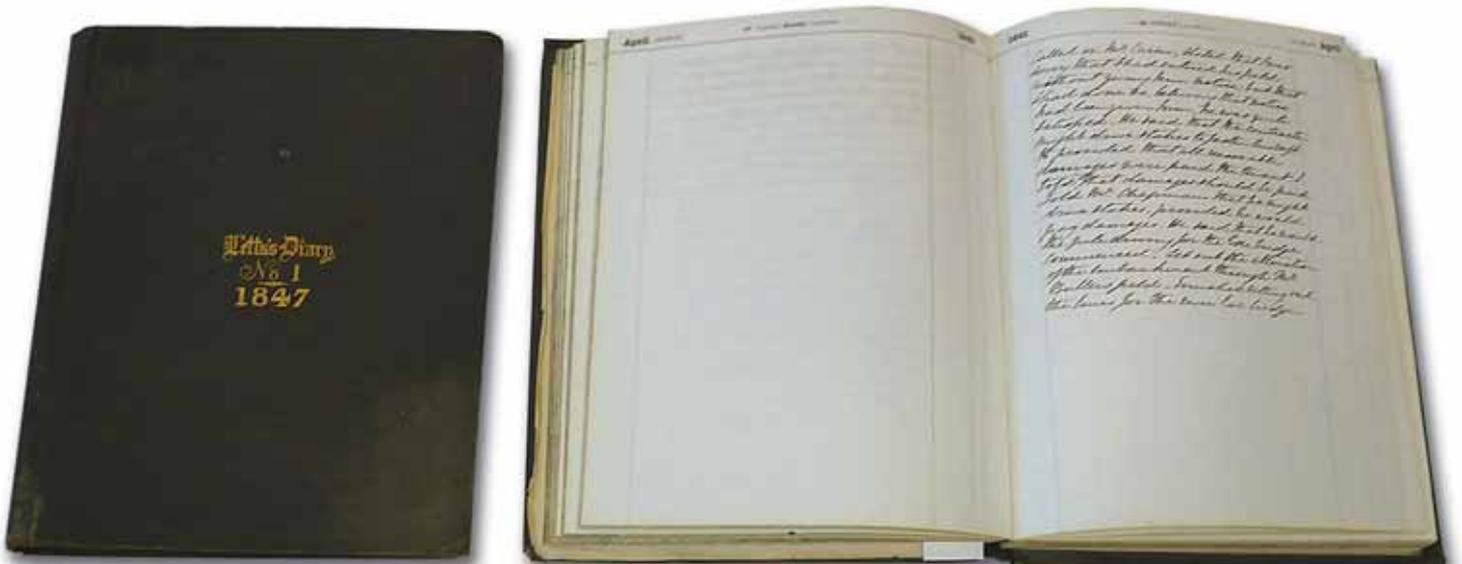
BBC Dorset ran a web feature, as well as interviewing a member of staff as part of its morning show, and other local news websites also ran articles. Following this publicity, we were contacted by a gentleman who was able to identify two people in the photograph, including his father. Despite delays owing to a recruitment freeze across our parent authority, Sarah Downey took up the post to catalogue the collection on a part-time basis.

Whilst Cosens is generally remembered for its iconic paddle steamers, the cataloguing process has highlighted the fact that the company had a very diverse business portfolio. Many of the operational and financial records relate to the ice-packing trade,

and later documents show how the company moved into property management roles, taking on contracts for government agencies in the 1980s and 1990s.

A number of historical connections have also been revealed. Cosens was involved in the evacuation of Dunkirk and the D-Day landings, the ship *Premier* collided with a naval submarine off Portland in 1932 (leading Cosens to take legal action against the Navy), and the ship *Empress* was used in the 1945 film production of 'Great Expectations'. Company minutes also reflect the heightened

“Cosens was involved in the evacuation of Dunkirk and the D-Day landings”



Diaries of Railway Engineer Peter John Margary (1820-1896) describing atmospheric railways and meetings with Isambard Kingdom Brunel. Ref 1986-535-6.



Chimpanzees from Billy Smart's circus on the paddle steamer *Empress*. The man holding the chimpanzee is chief engineer Alfred Pover, and the man on the far right, looking down at the chimp at the wheel, is first officer Eric Plater (1949). D/COS/8/1/22.

concern for passenger safety in the wake of the *Titanic* disaster in 1912, with plans for a greater number of "Life Saving Appliances". It even turned out that a member of staff at the History Centre was the great-grandson of a Cosens paddle steamer captain.

We are expecting the archive to prove particularly relevant to the 2012 Olympics sailing events in Weymouth (where Cosens was based). We hope to use the archive to publicise how the Dorset History Centre can support

research into local maritime and leisure history.

The catalogue will be made available online via www.dorsetforyou.com/dorsethistorycentre. Without the Business Archives Council grant this unique collection would have remained inaccessible, and we are therefore extremely grateful for the opportunity this funding gave us.

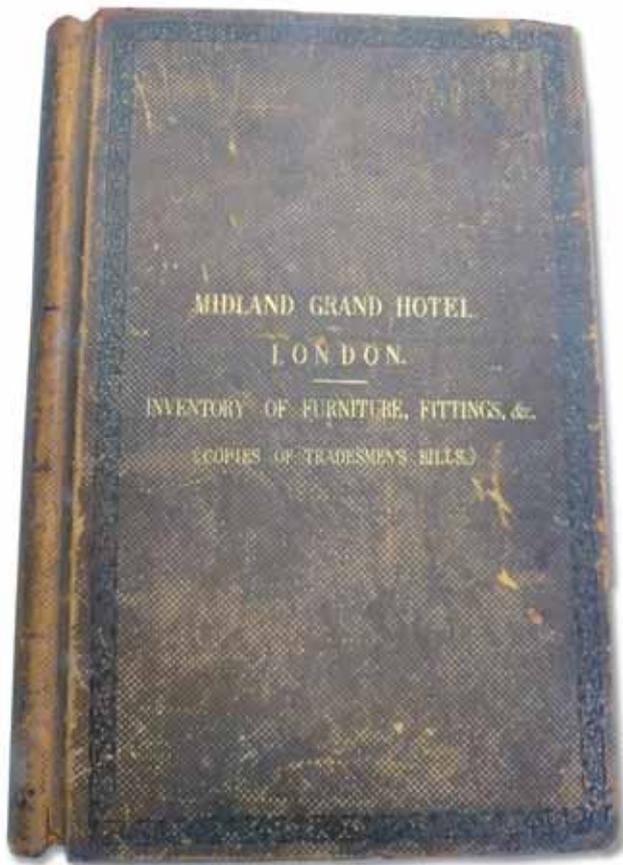
Stuart Tyler

Outreach and Communities Officer

The National Railway Museum and 60 small archive collections

Thanks to the BAC's award, the National Railway Museum (NRM) has now catalogued key business records in its collection. These are made up of 19th and early 20th century records that cover the first phases of British railway business and engineering, including many from the 'railway mania' period, when hundreds of new companies sprang up in Britain.

Sixty items have been catalogued. The project has meant that the



Handwritten ledger detailing the purchases of furniture and fittings for the Midland Grand Hotel, St Pancras, London, during the 1870s and 1880s. The hotel has reopened as the St Pancras Renaissance London Hotel. Ref 2003-8600.

Applying for a Grant

The deadline for this year's applications has now closed. Information on the 2012 Grant will appear on the BAC website in due course at www.businessarchivescouncil.org.uk/activities/objectives/catgrant/. Any questions should be addressed to Karen Sampson, Honorary Secretary of the BAC (email: karen.sampson@lloydtsb.co.uk; telephone: 020 7860 5762).

Richard Wiltshire

Business Archives Council

NRM has been able to properly describe some of its key archive holdings to international standards such as ISAD(G) for the first time.

The project created access points to collections by grouping items of common provenance together. This means that users can now access all of the NRM's Robert and George Stephenson letters through one entry point, which was not easily possible before the project took place. Users also now have access to important contextual information about how items came to the NRM, along with key information about the creators of records.

During the course of the project the writer of two anonymous diaries was identified. Railway Engineer Peter John Margary (1820-1896) worked with Isambard Kingdom Brunel on the atmospheric railway line

in South Devon. The diaries describe meetings with Brunel, give accounts of journeys and potentially offer new insights into the atmospheric railway system and why it failed.

Catalogues are available to the public through the hard and electronic copies available in Search Engine, the NRM's library and archive centre; copies have been sent to the National Register of Archives; lists and items were recently publicised through a Institute of Railway Studies and Transport History (York University) seminar; and the project has also been publicised through the NRM Blog page <http://nationalrailwaymuseum.wordpress.com/>.

Alison Kay

Project Archivist



George Stephenson's report on the Moreton-in-the-Marsh Railway of 1821 (1950-250/1), Leighton Dalrymple's 1812 observations on the Middleton Railway's locomotives (1996-7068), and locomotive memoranda books from the Lancaster & Carlisle Railway, 1856 (2009-7050, 7051). © National Museum of Science & Industry



Daniel Gooch's sketch book, 1840-1862 (1996-7978), set of anonymous notebooks with observations on railways and engineering firms between 1825 and 1837 (1998-179), and the account book of William Lunn, land surveyor, 1843 to 1861 (1997-33). © National Museum of Science & Industry

Conference 2011: Slight Return

There was such a good response from delegates willing to write about their attendance at the 2011 conference that we are offering on the next few pages more thoughts on that event – from first-timers to returning visitors.

Amy Hurst (Gloucestershire Archives)

I set off from Gloucestershire with a carefully packed suitcase and a new notepad. I wanted to be well prepared for my first ARA Conference! As I travelled back to my home city I was excited about new experiences, seeing old colleagues and student friends, putting names to faces, and making new contacts.

Conferences are about making connections and sharing ideas, and I hoped that ARA 2011 would give me a wider view of the archives and RM community (nationally and internationally) and allow me to play a small part. The advocacy theme struck me as timely; and I looked forward to hearing from and meeting peers who are also pushing forward with digital curation and preservation activities (a key part of my current role).

My expectations were high, but my optimism was not misplaced. I had great fun and was really impressed by the quality of the presentations. I gathered a good 'collection' of new perspectives and practical ideas, some of which I'll try to summarise.

In the advocacy presentations, both the national and international speakers had a strong message about the increasing importance of social media. The benefit of getting non-archivists to feel ownership of your service, and therefore promote (and defend) you, either through crowd-sourcing, or getting a high profile individual on board, was stressed a number of times. ARA 2011 (or should I say #ARA2011) gave the bold message that those who do not embrace new technology are at a disadvantage and that *'social media is not an alternative to real life, it is part of real life'* (Kirsty Lingstadt, Royal Commission on the Ancient and Historical Monuments of Scotland - (RCAHMS)).

It was also made clear that 'innovation' alone is not enough; successful advocacy is only as effective as the thoroughness of its

planning. Susan Mansfield (Scottish Parliament) gave a really useful presentation on some of the marketing/analysis tools available to ensure activities suit their contexts (political, economic, social and technological) and stakeholders needs/wants. A recurring phrase *'impact not output'* made it plain that working within limited resources requires careful planning – prioritised, time-based and measurable – to ensure the most efficient and *impactful* approach.

Another interesting thread was that we should be prepared as individuals, as well as organisations, to make the most of opportunities. More than one speaker noted that we are *all* responsible for communicating the importance of records and services and that we should have an *'elevator message'* at the ready, so we can make the most of situations as they arise.

The digital records presentations on Friday morning had immediate relevance to my current role and the views of other professionals at the 'sharp end' of digital curation practice were valuable (and reassuring!). The key message was that the core skills are still vital and it is about building and maintaining technological literacy. Therefore it is as much about knowing about the opportunities presented by ICT as it is understanding the challenges.

I headed to ARA 2011 excited to learn about different approaches to and perspectives on shared challenges, old and new, and I was not left disappointed. I left reflecting on how I could be more prepared to champion my profession, service and collections, and with my eyes peeled for opportunities. It seems advocacy is catching.

.....
Amy Hurst



Cabinet Secretary Fiona Hyslop and George MacKenzie at General Register House.

Becky Webster (Institute of Education, University of London)

Despite working in archives for eight years, this was the first time I'd been to conference and I wasn't sure what to expect. I hoped to get guidance on how to promote the archives department where I work as we move to adopt a wider range of roles, and to meet other archivists to share ideas and experiences more informally.

Overall, I thought the range of subjects covered over the three days addressed the broad subject of 'advocacy' well. A glance at the programme provides a quick reminder that the things we do on a daily basis are advocacy even if we may not consider them to be. However there were a number of presentations that I found particularly helpful and thought worthwhile mentioning.

Although the case studies were motivating, and a reminder that even with a small team much can be achieved by focused projects, I generally found the 'theoretical' presentations more interesting. Saying this, I found Rachel Hosker's account of partnership engagement at Scottish Borders Council really inspiring. Despite all the guidance and examples of outreach projects that have taken place in recent years I still tend to over think how archives can be used by new groups – particularly school groups. But project examples such as cross-generation reminiscence work based around old recipes, and building events around one document – for example a house inventory or a Medieval music manuscript – provided a range of ideas of how to use archives in a fun (and cheap) way.

The session on digital archives was interesting and reassuring. It's so easy to be intimidated by the association of technology to the work that we do. But all the presentations were a good reminder that irrespective of whether a record is analogue or digital, the way we approach their management should be the same. In addition all speakers provided help on the practical application of that theory to the management of digital records with a range of sources to provide ongoing support once we were all back in the office.

But the formal programme is just part of the conference and I was slightly apprehensive of all that networking I might have to do! I needn't have worried. The relaxed atmosphere was really conducive to meeting new people and putting faces to all those names that fly around in our small profession. In particular I really enjoyed meeting those working in archives and similar fields overseas and the international aspect was one that I think added a great deal to the conference.

Overall I found it a positive experience, providing both ideas and guidance on a range of areas of great relevance to our current work. Now it's up to me to find the time to apply those ideas in the workplace!

Becky Webster

Tweets, Likes, Friends, Followers, Feeds and Posts... on the subject of "Advocating for Archives and Records" at the 2011 ARA conference it became clear that there is a real risk of "social digital exclusion" if archive services do not engage with social networking tools. The last 15 years has focused on developing quality web content; sites now include online catalogues, specialised finding aids as well as digitised collections and online exhibitions, all giving access to archive services and collections. On today's Web 2.0 platform however, a successful web presence demands we also have a conversation about them.

Facebook, Twitter and Flickr influenced much of the conference discussion and we heard from a number of archivists who are already using these platforms to promote their archive collections and services. Examples included:

- Themed packages of content on Flickr which invite comments by the public, bringing additional context and knowledge to archive collections
- Community building on Facebook and Twitter by posting information about activities, events, new collections, projects, 'on this day' features, anniversaries
- Real time news stories on Facebook and Twitter with news from the archives e.g. new conservation projects, new collections, great finds, hot research topics.

This type of communication has led to dynamic two way engagement, helped by a change of style and tone, as communication via social networking channels is often friendlier and 'laid back'. Through these real time networks the archive immediately becomes more of a personality, attracting friends and followers. Social networking allows a wide range of people to engage with archives. Content has the potential to 'go viral', drawing people in who are not researchers and may never visit an archive, but who are simply connecting with social media channels. Facebook, Twitter and Flickr have changed people's expectations of information. They do not demand large quantities of interpretative text; this is created instead by people's comments, ideas, memories, their conversations and debates.

The ability to access online social communities is valuable as they can advocate for you now and in the future. Their engagement can be passive (how many likes, friends or followers you have) or active (conversations, posts, tweets). Recent high profile campaigns using Facebook and Twitter have demonstrated how active networked communities will fight for causes important to them, changing policies and shifting opinions. Coming directly from stakeholders this campaigning potential activity is a powerful tool to have in your advocacy toolkit.

Social networking enables archive services to respond to real time feedback; it is far better that you are part of the conversation than



Vicky Stretch (Network Rail)

outside of it. While negative posts will be part of this, archivists had also experienced communities themselves challenging negative postings, which really demonstrated the power of social networks to build a community who will advocate for you.

However, there are some important issues that will need to be addressed as these tools become integral to communication by the archive sector. For example:

- In a work context how far are we as representatives of organisations able to engage with these channels?
- What are the issues around copyright and IPR if content is posted, tweeted and re-tweeted around the world? Are there issues in re-using comments left on your social networking channels?
- What do we do with the amount of information that might be posted in relation to our content? Is it purely ephemeral or a record worth keeping? Does it form part of the archive collection? How will it be captured and managed?

If you are not already tweeting, posting and liking, the ARA Conference 2011 really made you think about getting into the social networking space. Either as an individual, an archive professional, service or event, social networking is already happening. Join in or you risk getting left out ...

Vicky Stretch

It was with some trepidation that I attended the 2011 Conference. Coming from Jersey I was aware that I might not know many of those attending, but the first day began well with a fine breakfast and a game of 'Spot the Archivist' - I got 100% (it was nice to be with my people)!

The first speaker, Arleen Cannata Seed of the World Bank, presented an optimistic view of the archive profession but stressed the need for information management professionals to be pro-active, engage with users through new forums like social media, and to keep their eyes on the ball.

The afternoon session of the first day examined the importance of social media with views on different projects using Web 2.0 technologies. Kirsty Lingstadt and Jennie Marshall from the Royal Commission on the Ancient and Historical Monuments of Scotland gave an insight into interaction with audiences via the Internet and discussed the new idea of public curation of exhibitions and the accompanying benefits and difficulties. They also noted that social media users can become powerful advocates on your behalf.

Marie Laperdrix and Lourdes Fuentes Hashimoto offered an international perspective on social media projects in France and the evening saw delegates visit General Register House for a reception that included the launch of the Scottish Council on Archives publication *Scotland's Archives Matter*. Drinking and eating amongst the ancient tomes was hard for an archivist to take but the building was truly breathtaking and it gave me an opportunity to chat with colleagues and make new archive friends. The second day of conference began with Larry J Hackman on how to interest key people in the state of your



Stuart Nicolle (Jersey Heritage)

Arleen Cannata Seed of the World Bank



“ I was energised by the enthusiasm displayed and the experiences passed on. ”



archives. He used a case study to show the influence gained by getting just one advocate, who was a member of the New York State Assembly, on board, and the ripple effect that this prompted in other influencers within the political sphere.

I found the next session one of the most inspirational sessions of the entire conference. Patricia Whatley started by talking about getting prominent stakeholders as advocates for your archive - in the University of Dundee's case it was the actor Brian Cox. This was followed by Jan Merchant, Assistant Archivist at the Perth and Kinross Council Archive, who explained how they used social media to contact groups that otherwise may have been out of reach. Despite coming up against barriers they had managed a great deal on a small scale with persistence and hard work.

Rachel Hosker, the Archive Manager of the Scottish Borders Council, showed how effective it could be to use collections as the basis of events and learning and how spending time on a project could overcome a lack of funds. Her presentation ended with a film

made by a school class that had been inspired by a record from their collection, proving how stimulating archives can be to children when presented in the proper way.

I thought the afternoon talk by Esther Farrow of the Hull History Centre was wonderful. She took us through events that had been organised by the History Centre and highlighted the effects they had on people. There was the boy with a single mother who kept returning to the Centre to complete the same family trail, and the father who came in every day after the death of his wife and was often joined by his son and grandson. These were personal stories and cases that resonated with the audience. It made me think about those I have come into contact with over the last 10 years in Jersey and the knowledge that the Archive and staff can have a massive influence on people and make their lives better. These people then become key advocates within your larger community.

The Friday morning session on digital archiving by Sarah Higgins and Simon Wilson offered hope for those having to tackle this subject. Sarah mapped the archival and digital archival process to show how similar the skill sets are in both cases and Simon showed the progress that he had made as a digital archivist on the AIMS project. The message I took is that issues with digital archiving may seem insurmountable but archivists are uniquely equipped for the task ahead.

I came into the conference feeling nervous and unsure of what I was going to get out of it but was energised by the enthusiasm displayed and the experiences passed on. It sparked ideas and allowed me to think about what we do and the importance of personal interaction face to face and online.

Suitable enthused, a colleague and I have been tweeting about Jersey Heritage and its archives at least once a day (@loveheritage). Edinburgh 2011 was an extremely positive experience and despite the current challenges faced by archivists it showed the profession in a fantastic light.

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Stuart Nicolle

Dr Craig Gauld (CAIS, University of Dundee)

This was my fourth year at conference therefore I reserve the right to compare and contrast. Having attended my first conference in Belfast (2007), it is clear that conference has become bigger, more confident of itself. Not only is this evident through the accommodation for delegates (good move to get out of the university digs) but is also visible in the presentations.

As always such an event provided an opportunity for archivists and records managers from around the United Kingdom and beyond to come together for three days, meet old friends and make new acquaintances whilst partaking of some good food (and no doubt the odd drink). However a Conference should do more, should provide intellectual stimulation and provoke discussion and disagreement. It has often been said that we in the United Kingdom do not do that so well, that we have not been willing to engage enough in issues, in the move away from the solely practical aspects of what we do to expressing and analysing the profession fully.

This could not be held as an adequate representation of Conference 2011 and Caroline Brown and the Conference Organising Committee are to be commended – how could a Conference entitled 'Advocating for Archives and Records: The Impact of the Profession in

the 21st Century' be mundane? From the keynote address on Wednesday morning delegates were smack in the middle of electronic information and social media, of the challenges the current and emergent generation of information professionals will have to face. Arleen Cannata Seed, from the World Bank, was vibrant and challenging yet this delegate found himself jotting down notes in disagreement. Seed outlined a revolution of information and what it is doing to us as a profession, that we can no longer ride the wave but need to stay ahead of the curve. No disagreement there but a relentless focus on the medium, the technology, left Seed positing a whole new landscape and a fresh breed of information professional – an information curator. In my language this was simply a record-keeper, whose core skills were ours and were those honed since Sir Hilary Jenkinson. At times we seem blinded by the technology, in danger of believing that our principles are out-of-date or that mediators are no longer required. It is not true and what we are good at may be even more necessary in the electronic age.

It was good, therefore, to see many papers given on the theme of how record-keeping professionals could reach out in new ways to a wider user base by utilising core principles in tandem with technology. One of the best sessions was given by Patricia

Whatley, Jan Merchant and Rachel Hosker. Those who attended must have gone away with multiple ideas for what they could do in their repository – it was inspirational stuff, including a hilarious (or should that be heartbreaking!) animated film on emigration that Rachel has produced with young children in her area. This session linked in superbly with the range of solutions set out by Dr Nick Barratt on 'how to save your local archive'.

One final recollection. Sometimes the power of the record is reinforced in surprising areas. Kay Foubister presented a selection of films of Scotland. I found myself moved by the film of the RMS *Queen Mary* leaving the Clyde in 1936. As someone who was born and has lived around Glasgow most of my life, it was haunting to see a film of an industry and way of life that has been decimated in recent times.

Perhaps, despite the talk above of disagreement and discussion, we can take away from Conference this year one consensual point. We need to promote ourselves better. After all, according to the Universal Declaration on Archives, 'Archives are a unique and irreplaceable heritage passed from one generation to another.' Who among us would dispute that?

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Dr Craig Gauld
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Wednesday 12 October 2011

– a day in the life of a Records Manager at Alliance Boots

As a Records Manager at Alliance Boots, no day is standard. As a function we support seven locations, and a growing number of our retail stores and distribution centres across the UK, so our customers and their day-to-day needs differ, bringing with it a diverse variety of demands.

At the start of each day, usually around 8.00 a.m., I check my emails to see if anything urgent has arrived that will mean rescheduling my diary. We often have to react quickly to enquiries and that means planned work often gets put on hold - there's a real need to prioritise and approach each day with a level of flexibility. Today is a light morning for emails, with only eight, and two new meeting invites. I quickly check my calendar and have no meetings until 10.00 a.m. so I see which of the emails can be dealt with before my meetings start.

First up is a records retention schedule enquiry from Alliance Healthcare. The department wants some advice about its retention schedule and how long the records need to be retained. I call the records representative and we discuss the content of the records, and agree a suitable retention period. All original retention schedules are held here centrally, so the schedule is amended and emailed back for sign off.

Next is an enquiry from an offsite storage provider - essentially it's a sales enquiry but it's from one of the companies on our radar so I call them back. It's always good to keep abreast of any new developments and to keep up-to-date with what's happening out there in the market.

Today I have a slot scheduled in my diary to update our Offsite Storage Supplier performance monitoring. We monitor and measure supplier performance against Key Performance Indicators for the previous month's activity and these are then submitted to our suppliers for ratification. Submission deadline is tomorrow, so this must happen to schedule.

It's already 9.50 a.m. and there's just enough time for a quick discussion with our legal department about the process for prescription handling and retention in stores - this is in connection with a data subject access request we've received and another one of those emails that landed overnight. It never ceases to amaze me how quickly time flies, and before I know it I'm having my weekly review with my Line Manager. Each week,

we meet to discuss current work activities, work coming up and priorities. Today we even get the chance to discuss a bit of future Record Management strategy.

Then it's back to those emails, and an enquiry about the new site security policy and retention of data. It isn't something that I can answer directly, as I'm not the policy owner, so it takes a couple of phone calls to identify who the owner actually is, and email it through to them. In the middle of that comes a phone call from our site security on the Automatic Number Plate Recognition system and wanting clarification on our policy about Data Protection. I'll park this for the time being!

It's already lunch but it's interrupted by a call from our Exec Offices and a new user who needs to be talked through adding inventory. I'm now off to the Information Governance (IG) Steering Group Meeting - this working group addresses IG compliance, and we're just kicking off the 2012 Agenda. We discuss IG Policy, training, and attainment levels for 2012.

Whilst away I've received a call from an area project manager about one of our stores. Where stores are closing or relocating we provide facilities (via offsite storage) for them to archive any records that are not being transferred on to another store. We support them with any record-keeping/retention queries they might have prior to closure and we facilitate between the store and the offsite storage provider.

At 3.30 p.m. another email comes in from Alliance Healthcare. This time it's regarding the retrievals process for records stored on behalf of one of their distribution centres. It's a quick and easy one - a copy of the training notes is emailed to the centre. No follow-up required on this one! Finally back to some 'scheduled' work. This time it's for another part of the business, OTC Direct. I'm currently introducing records management best practice to them and reviewing their records prior to transfer from one offsite storage provider to another. I'm working through their inventory list and assigning retention periods and review dates.

Where did today go? Did I mention flexibility?

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Karen Henshaw

Alliance Boots

Records Management at Auckland Council

In my role on the Records Management Team at Auckland Council I work with departments across the Council to develop functional business classification schema. Auckland Council was formed a year ago through the amalgamation of eight separate Councils – meaning that there are now over 8000 people working for the organisation spread over more than 20 main locations. A colleague and I are the Classification Developers and are tasked with developing a filing structure for the entire Council and related Council-Controlled Organisations – quite a big job! A typical day for me usually involves meeting with one or two of the teams I am working with to discuss the development of their structure. We are making good progress, with several teams having signed off on their structures and now using them on the shared drive. Our functional classification is based on ‘Keywords for Council’ which was developed in Australia and has been used extensively in local government since 2000.

Another part of my day can involve discussions about designing and implementing an Electronic Document and Records Management System (EDRMS). We are about to start using the pilot of TRIM software in our department of Business Information, before hopefully rolling it out to the whole Council. The current method of managing records on shared drives and in legacy systems is proving difficult, especially with such dispersed locations - the introduction of an EDRMS will enable us to manage records more efficiently. The detailed process of designing and developing the system is being done in consultation with the Records team to ensure we have a system that complies with all the necessary requirements as well as being usable.

The rise of SharePoint is something that Records Managers are having to deal with and at Auckland Council it is no exception. Having visibility of the

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A colleague and I are the Classification Developers and are tasked with developing a filing structure for the entire Council and related Council-Controlled Organisations – quite a big job!

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SharePoint projects being rolled out across Council is important so we can ensure that the records are considered and provisions made for their capture. We are hoping to eventually integrate SharePoint with the EDRMS to ensure the capture of vital records such as ones relating to the Auckland Plan – a 30 year plan that aims to make Auckland the most liveable city in the world.

Developing a thesaurus for use throughout Council is another one of our priorities and I have been spending time making sure it will work through a link on the Intranet site. Part of this has involved me learning some HTML which has been a steep learning curve! We are hoping to publish the thesaurus soon which will help teams we are working with to develop their classifications as well as raising awareness of our project. Myself and the team of 50 records staff continue to work hard on a daily basis to raise the profile of Records Management throughout Auckland Council.

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Claire Bussey

Auckland Council
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The use of advocacy at Unilever Archives and Records Management

The main purpose of advocacy is to gain recognition, influence and support. Promoting the status and visibility of Archives and Records Management as a profession is vitally important for our development and survival. An advocacy plan can focus efforts and ensure that the most is being made of a service. This is crucial in the current economic climate and we must speak with a louder voice to avoid being overlooked.

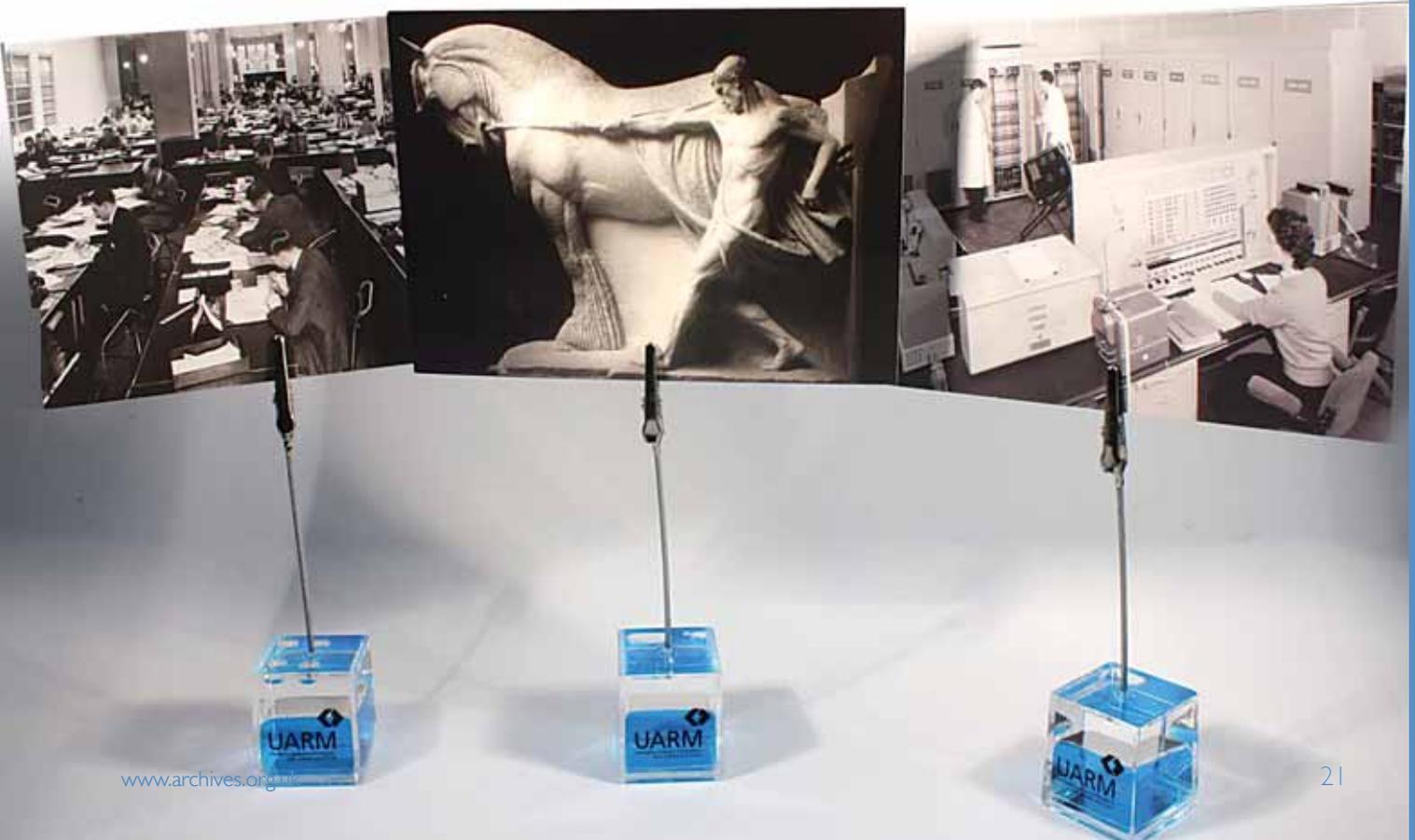
A recent advocacy campaign by Unilever Archives and Records Management (UARM) will hopefully provide a good case study and show how you can: increase your influence externally and internally; create strategic tools to help achieve your goals - whether that is increased funding, greater visibility

or justifying your existence in the face of cuts; and build relationships with stakeholders. There are also some key points to consider when looking to create your own plan.

The case study

Over the past year UARM has been raising awareness of its services, and the great value it gives to the company. The aim has been to reach out to potential clients to show that Archives and Records Management are both relevant and useful to them. Our campaign began in response to significant changes in the company. Unilever acquired two large new businesses, both needing support from our team, and at the same time several existing business areas opted in to the Records Management service.

Postcards advertising Unilever Archives and Records Management Services. They feature archival images on the front and contact details on the back. They are being held up by promotional 'Gel Cubes' that are given away with the postcards at promotional events.



As a result our existing promotional work had to be done on a much larger scale.

In developing our advocacy strategy, we first defined our core mission - 'To assist Unilever in managing its records efficiently and regardless of format using professional standards within a regulatory framework.' This was narrowed down to a shorter-term goal to reach out to potential new clients of our service, show the difference between Records Management and Archives functions, and indicate how these could benefit individuals and the company as a whole.

The best way to raise awareness of our existence to potential new clients and reach large numbers of people quickly was to hold a roadshow or workshop at the new sites. We contacted those who had authority over the businesses we wished to influence, or the facilities teams at the relevant sites. To attract as many people as possible we offered vouchers as competition prizes, and refreshments to those attending.

The events were mostly advertised by email or posters and our first event was at TIGI, a fashion hair care brand. Separate areas were devised for Archives and Records Management to show the distinction between the two disciplines. The Archives section had images of the Archives store room and documents, and a slide show displaying images relating to hair care from past and present, representing TIGI and also other Unilever hair care brands. Lists of items having archival value were handed out to encourage people to consider what records they had in their own department that may be archival.

The records management poster had images of the records management store and our barcoded tracking system. The large size of our store was highlighted to put into perspective the scale of what we do. A real life example of one of our boxes, which had been 'perfectly' packed and listed, demonstrated how to describe box contents accurately and to show that digital media such as USB sticks and CDs are archive material as well. We also produced an information pack for people to take away.

Those attending were shown around the two areas we had created and encouraged to talk about their own records. We found that people were often seeking help for a specific problem and we were able to offer on the spot advice and future assistance. The results were very successful. We were able to arrange for a complete set of product packaging to be sent to archives, and a major problem with the site-shared drive was solved by the transfer of a large amount of marketing and promotional graphics to be stored in our e-archive. Agreement was also reached with several departments to hold a clearout event where the records management and archives staff would help with sending records into storage, sending items to archives, and general housekeeping. This contact with TIGI staff was a great start to our outreach events, but we reviewed how things had gone and made a conscious effort in our second roadshow to hold it in a location with the potential for more visitors.

We have already repeated this success with an event in Port Sunlight Research and Development and have similar events planned in the coming months.

Creating Your Advocacy Plan

There are three main stages in an advocacy campaign - agree on a core idea, prioritise your audiences, and write a plan.

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The Archives section had images of the Archives store room and documents, and a slide show displaying images relating to hair care from past and present, representing TIGI and also other Unilever hair care brands.
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The Core Idea

You need to establish exactly what your key message will be - focus on a core idea or message, and stick to it. Does everyone agree about what your organisation stands for? Without a united voice your message may become weak and indistinct.

Prioritise Your Audiences

Target those people who have power and influence. For example, those people in positions of authority and those who have a network of contacts who they might influence on your behalf. Also consider anyone seen as 'sitting on the fence', as it may not take much to win them over.

You then need to think about what value you have for these audiences. For someone within the organization you may emphasise how Archives and Records Management can save money by providing support in legal cases and ensuring compliance. For external sources you could suggest sponsorship to help focus on the benefits your service may provide to the community, the range of clientele your service

attracts, or to show the positive impact of your work. The tactics you use with each target group will depend on what you believe will be their motivating factors. Be careful to provide evidence for your claims.

Write a Plan

Clearly state the aim that you have agreed as your core idea.

Conduct a SWOT analysis:

- Strengths - what are you best at or what resources do you have
- Weaknesses - what would you like to improve
- Opportunities - what you can do to improve things
- Threats - what might distract you or get in the way.

Consider the organisation in which you are operating; where do you fit? If you align yourself effectively with your organisations goals and initiatives and are able to demonstrate this, you could get extra funding or recognition.

Unilever Archives and Records Management Services (UARM) information pack that is handed out at events. The folder contains: 'Help Guides' with instructions on how to fill in transfer sheets and send boxes to UARM; a 'Takeaway Menu' listing the various services Records Management can provide to departments; and an information sheet explaining the types of items that are of interest to the Archives department.



List your stakeholders - those who already have an interest in your department, or those you would like to attract. This may include staff and volunteers in your own department, other departments you work with, and outside bodies such as other professionals in your field of work.

Prioritise your stakeholders and explain the reasoning behind it. Then consider how best to reach each group.

List some key benefits that you offer, such as skilled staff, efficient control, standardised processing, freeing up space. Also give evidence such as the amount of material processed in one year, your average turnaround time, or enquiry and visitor numbers.

Create a timetable of things to be done and allocate people to be responsible for following them through.

Example Advocacy Resources and Courses

- Arts Council England, 'Why the Arts matter, Advocacy Toolkit', www.artscouncil.org.uk/media/uploads/advocacy_toolkit_130710.pdf
- Creating Capacity, 'Learning programs to develop confidence and inspire now and for the future', www.creatingcapacity.org
- Ann Pederson 'Understanding Advocacy (case study 29)', International Council on Archives and International records Management Trust, www.irmt.org/documents/educ_training/educ_resource/IRMT_ed_case_study_v3.pdf

Anna Clark

Unilever Archives & Records Management



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Records Management at the University of Liverpool

It is difficult to describe a typical day as temporary Records Manager at the University of Liverpool as no two days, so far, have been all that similar. This variety is a result of providing advice and training in good recordkeeping practice in an organisation that houses such a wide variety of specialist fields. As this is a part of the role that I enjoy, the day I've chosen to describe focuses particularly on this work.

As a maternity cover post, I'm assigned to work 20 hours a week, so my first task in the morning is to catch up with the department's Records Officer, to check that nothing requiring attention has arisen the previous afternoon. I then prepare for and attend a meeting with the Data Officer in the Facilities Management department, to discuss the agenda for a training workshop on the newly completed department retention schedule. We agree to focus on explaining the retention schedule's purpose and uses, and to try to make staff aware of their individual and divisional responsibilities.

Back in the office, I spend some time assigning retention periods to new material, which is transferred to the University Records Centre on a weekly basis. I make contact with several departments regarding material in the Records Centre that has reached the end of its retention period, to remind them that a response confirming

“As a maternity cover post, I'm assigned to work 20 hours a week, so my first task in the morning is to catch up with the department's Records Officer, to check that nothing requiring attention has arisen the previous afternoon”

their disposal or extending their retention is needed. Once responses are received, I check the material in question to ascertain whether any of the records should be offered to the University's Special Collections and Archives for permanent preservation.

My next meeting is with Cancer Clinical Trials Unit staff developing a standard operating procedure for retaining research data. In addition to providing a general explanation of the processes used by the Records Management Service, and advice on creating an effective records management system, in preparation for this meeting I also refresh my knowledge of the specialised retention requirements for research and clinical trial records. This meeting is followed by a tour of the Records Centre, provided by the Records Officer.

My next order of business is to check the department's central email address, and respond to any queries as needed. The number of enquiries varies from day to day, and the pending enquiry is one we frequently receive, relating to the retention of student records and assessed work. Once enquiries have been dealt with, I contact computing services to discuss some of the improvements to the Records Management database that are currently in development, relating to its search function capabilities, and increasing and displaying metadata.

Very quickly, it always seems, my morning at work is over, and I leave the office for my part-time afternoon cataloguing job, setting the inevitable out of office email message as I go!

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Jess Smith
 University of Liverpool



Staff at the Knowledge Management Unit, Central Bank of Malta

The Knowledge Management Unit of the Central Bank of Malta

The Central Bank of Malta recently went through a reorganisation with the Records Management Office being renamed 'Knowledge Management Unit' (KMU) and now reporting to the Financial Stability and Information Systems Directorate. The new title better represents our efforts to identify, manage and share all the information assets of the institution. The KMU comprises myself as the senior officer, a supervisor/archivist and three other officers. Since we work as a team, this describes a day in the lives of all of us!

The day starts with the processing of incoming mail that is delivered every morning by our postman. The officer in charge of incoming/outgoing mail opens, sorts and records all correspondence according to the standing procedures. I then review the mail and channel the 'policy' documents to our scanning officer. These are scanned and tagged with the appropriate metadata. We use a Lotus Notes imaging system application that was developed

in-house and can only be accessed by staff in our office. These scanned records are then distributed by our messengers to the recipients in colour-coded numbered folders that have circulation chits attached to the front. Two of our team work in tandem on the processes of registration, scanning, circulation and filing of records, according to the Bank's established procedures.

As we currently operate a centralised filing system, we expect that once action is taken, all records are returned to our office to be re-scanned and filed

“ Since all records dating back to 1997 are scanned and indexed, they are easily retrievable and images can be sent via the bank's Intranet to those authorised to access the information. ”

manually. The supervisor and I are responsible for the Governors' and Directors' mail and for the processing and filing of all confidential and sensitive information. Our confidentiality policy is in line with that of the European Central Bank (ECB).

Every day we receive various requests for past records. Since all records dating back to 1997 are scanned and indexed, they are easily retrievable and images can be sent via the bank's Intranet to those authorised to access the information.

Another function of our Unit is the administration of incoming electronic mail received via the bank's website and official faxes. These messages are sent via our Intranet to recipients as soon as possible upon receipt and we expect to receive them back for filing after the necessary action is taken. This is rarely the case and it is quite a headache having to chase after them. We estimate that an extremely low percentage of what should end up for filing in our office is actually sent spontaneously and so, as you can imagine, we have our work cut out for us.

By early afternoon, all outgoing mail from the different offices is forwarded to our Unit for franking and dispatch by normal or registered mail or by courier. Detailed records of all outgoing mail are also kept for audit purposes.

The archivist is in charge of the deposit or withdrawal of archive boxes. An Archives Standing Committee, chaired by me, reviews the retention policies and procedures of the documents that are eligible for archiving. With the help of office managers and the bank's legal adviser, the committee also determines which documents are included in the retention schedules and the retention period required. Therefore the archivist's main priority is to see that all material lodged falls within these parameters. At the beginning of each year, he is in charge of carrying out an exercise to determine whether documents that come up for destruction should be shredded or retained for a further period if required.

In order to provide ideal preservation conditions in our archives, continuous monitoring is carried out through periodic on-site inspections at our three archive sites. We firmly believe that 'prevention is better than cure'.

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The fact that we are a small institution and that we know most of our staff (about 300 in total) at a personal level makes our work that bit easier.

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The Central Bank of Malta forms part of the Eurosystem and we have also adopted the ECB's document management system on matters dealing with the European System of Central Banks. I was appointed the Key Contact Person for this Electronic Document and Records Management System in our institution and another officer is the trainer. The latter attended a 'train-the-trainer' course at the ECB and she has subsequently trained other staff members who use this system. To date, she remains our local 'help desk' within the organisation. The ECB also organises one or two workshops annually in Frankfurt for the Key Contact Persons to keep us updated on new developments that are then shared with our colleagues. As you can imagine, both of us are kept quite busy with requests for assistance in this respect.

Our work brings us in close contact with most of the personnel of the bank. The fact that we are a small institution and that we know most of our staff (about 300 in total) at a personal level makes our work that bit easier. The five of us have worked in various offices over the years before being in the KMU and each brings his or her different expertise and knowledge that is shared within our team, and this is another plus factor in our line of work.

In the coming months the Central Bank of Malta intends to establish a more effective Knowledge Management and Collaboration environment to reap benefits from the synergies that exist within our Directorate. In fact, following the reorganisation, our Library Services now fall within the same office as the KMU and we plan to utilise the experience gained from both areas to provide our users with improved services.

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Josephine Zammit

Senior Officer, Knowledge Management Unit,
 Central Bank of Malta

New skills required by Records Managers

Deliberations of the Records & Information Management Compliance team at Diageo plc

We decided to devote one of our regular global team conference calls to reflecting on the skills required by records managers whose roles are changing to face the challenges of new technology. The following is a summary of our thoughts, contributed by team members from London, Dublin, Edinburgh, Connecticut USA, Jamaica and West Africa.

Records management professionals already perform a wide variety of roles, as evidenced by where they are located within their organization. For example, they may be members of IT, Legal, Facilities, an Information Services or Archive function, etc.

Skills that have not changed:

- Retention scheduling
- Managing paper records (although now we have IT systems to help manage the paper)
- Management, communication and influencing skills: the need to partner and network with business colleagues, seeking allies and champions
- The need to understand one's own organization (with understanding the IT function becoming increasingly important).

Technological advancements have had an impact on the skills required by records managers:

- The need to understand the vocabulary used by IT professionals, as well as an understanding of their priorities, structure, strategies and general ways of thinking (often systems based rather than information management based)
- The need to keep up-to-date with new systems and technologies in case your organization decides to implement them in the future, but in a broad fashion: there is not a need to know the ins and outs of the back end, just enough to be able to understand and advise IT in managing the information in the system
- A general comfort with technology: it is not necessary to have an IT background, but it is needed to have an overall understanding and willingness to try out new technologies (something that may be easier for people of younger generations).

However, there has also been an increase in focus on the compliance agenda, so now we also need skills related to:

- Freedom of Information
- Data privacy
- Litigation and legal holds
- E-discovery.

Organizations are now becoming increasingly aware of their need for effective records management to comply with Freedom of Information and data privacy regulations as well as the increasing risk of litigation involving electronic records. At the same time, as computer technology has now been used by organizations for several decades, new issues are coming to the fore concerning maintaining long-term access to old legacy data.

So while key skills remain the same (primarily influencing people and understanding your organization), we now need to work increasingly closely with lawyers and IT professionals, as these two groups require records management advice and assistance more than ever with the focus on compliance and new technologies.

So what is the current role of records management professionals?

- Depends on the organization
- Can be very focused on hard copy records
- Can be very disciplined if the organization works in a highly-regulated field
- At higher levels of profession, often focused on strategy and policy
- Often have to juggle variety of responsibilities, such as retention, accession, legal holds, advising on implementing systems etc.

What could happen in the future?

- Depends on the organization
- Currently and in the past, records management professionals tend to have to juggle rather than specializing in one area, but now people are specializing in areas such as Freedom of Information and data privacy: maybe this will go even further, so that you have records management professionals who specialize in different systems such as SharePoint or different areas such as retention and legal holds. Already there are some job specifications requesting that applicants have experience of certain systems.
- Could records management eventually become an IT role?

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Sue Garland

Diageo plc



Gillian Hill, County Archivist of Greene County, Ohio

Working as a County Archivist in the USA

After moving to Ohio from England in the early 1990s, I have spent the past 15 plus years working as the Greene County, Ohio, Records and Information Manager and Archivist. Greene County was founded in 1803, shortly after the north west lands were opened for settlement following the American War of Independence. The county has a population of around 150,000, and is fast moving from a predominately rural, farming area to a centre for research and high-tech companies. The county's largest employer is Wright-Patterson Air Force Base.

As the first person to hold my position in the county, I have had a great opportunity to build a programme from the ground up. We are a small department (with one full-time person and one part-time person to assist me) and we provide records storage and retention services for our various county offices. We are responsible for preserving the kinds of records that most affect people's lives — marriage, will, estate, land, and tax records, criminal and civil legal records, and early birth and death registers. We are committed to ensuring the availability and accessibility of the records entrusted to us for present and future generations of Greene County residents. My duties also include assisting other county offices with public records requests (under the State Sunshine Laws, which are similar to the Federal Freedom of Information Act).

I administer the county records management programme, as most local government archivists do. The goal of this programme is to keep all official records while they are of administrative, legal, fiscal, or historical value; to ensure that records no longer required are safely, legally, and systematically destroyed; and to transfer records of

enduring historical value to the archives. I work with staff in each county office to ensure that the office holds a current schedule of records retention and disposal. This document is first approved by the County Records Commission (comprised of several county officials), and then approved by the Ohio State Archivist and the State Auditor. A typical day for me, therefore, could include interviewing personnel, conducting an inventory of their records, and reviewing and updating their retention schedule. My staff, meanwhile, could be receiving into the archives and documenting permanent records transferred from a county office, or helping researchers.

We are open to the public and to county employees for research and reference purposes. Centralizing the county's records in this way frees staff in other county offices to concentrate on their regular daily work. Researchers include lawyers, property title searchers from real estate offices, and occasionally historians and authors; but mainly, of course, county employees needing access to their own office's records, and genealogists. Research requests vary from the mundane (do you have my grandmother's marriage record?) to the extraordinary (can you "punch something up on the computer" to see if my house is haunted by someone who died there?) Our most intriguing researcher was a man who examined our aerial maps to find evidence of where outhouses were once located. He digs for old bottles and other antiques at such sites.

The most exciting event during the time I have worked here was the discovery of a time capsule that had been sealed under the cornerstone of the current county courthouse during its construction in 1901. Leading up to the centennial celebrations, we researched old newspaper



The converted 19th century livery stable that currently houses the Greene County, Ohio archives

articles and determined the approximate site of the time capsule. After digging into the foundation stones, and almost giving up after several fruitless days of work, we finally hit the metal of the small copper box. It had been well cemented in and was difficult to extract. The recovery, however, proved to be well worth the effort. Protected by cement and above ground, the box had remained dry. Its pristine contents (newspapers, and school, church, and business records) now form a fascinating and prominent part of our collections.

If that was the most thrilling time, the last few months have proved to be the most challenging and stressful. Since I started work here, we have been housed on the second floor of a converted 19th century livery stable. It has not been the ideal facility for an archives and record centre, but it served. However, the recent discovery of severe structural deterioration in our 160-year-old building will mean a move to another county building. We were speedily evacuated for safety, while the building was stabilized with steel girders. But the records remained in situ. Our disaster preparedness manual was worthless in this event. There was the very real possibility that 200 years of Greene County history would end up in a pile of rubble in the street — truly an archivist's nightmare. Once the building had been shored up, the engineers carried out a thorough inspection and concluded that the building could not be saved. We were allowed to return to begin preparations for stage two, the move to another site.

We hope to be in new quarters by the end of 2011, with much exciting work to do to plan a great facility for us and for the public. So, having the experience of organizing an archive from the ground up, I now get to plan and supervise the dismantling and reconstituting of the archives in a new facility. My life as a county records manager and archivist continues to provide much variety and interest. It is certainly not dull.

Gillian Hill

County Archivist, Greene County, Ohio

Calling All Colleagues!

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