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State Records
of South Australia



Across-Government Records Management

Strategy

December 2004

Version 1.2

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EXECUTIVE SUMMARY

Purpose of this Strategy Paper

This Across-Government Strategy for Records Management outlines six strategic goals that need to be jointly pursued by both State Records and Agencies/Authorities to ensure the achievement of adequate records management by the Government of South Australia. Importantly, the incumbent State Government requires agencies more effectively facilitate the development of a more open and accountable government; adequate records management practices and the implementation of supporting systems significantly contribute to the achievement of this objective.

This Strategy aims to set out a new course for the South Australian Government by addressing some fundamental records management issues and providing a framework for change. It aims to provide strategic targets as well as a planning tool for both State Records and agencies/authorities to utilise, initially over the next four years.

A key principle of this Strategy is that while State Records is able to provide governance, assistance and tools, agencies and authorities are ultimately responsible for ensuring that their records management programs and practices are adequate in accordance with the *State Records Act 1997*. The support and buy-in of Chief Executives and Senior Management is essential if records management is to effectively support the business of Government. In research conducted by Gartner in March 2003 they concluded “*Executive-level inertia has proved to be one of the biggest hindrances to widespread records management adoption. Continuing corporate scandals have brought the records management issue to the attention of Executives at last.*”

Why an Across-Government Strategy?

Records management has undergone an evolutionary change over the past ten years. There is a need to comprehensively manage vital and important evidentiary records within Government. There are many factors that have precipitated this:

- **Litigation** - we live in an ever-increasing litigious society, which threatens businesses and individuals. The need to access and provide evidence in the required time frame has led to a need for significantly improved record keeping.
- **Accountability** – agencies need to be accountable to all stakeholders (eg customers, Board of Directors, etc) for decisions made, actions carried out and money spent.
- **Economic impact** – there is an increasing demand to be competitive and develop more effective and efficient business processes. The concept of doing “more with less”, shared services, benchmarking, performance measurement, contracting in and out and contestability requires evidence, in the form of records, as proof of compliance and service delivery standards.
- **The desktop environment** - working from a desktop environment widens the scope for access to information resources and communicating information. We work from our PCs, creating, communicating and searching multiple information sources. This creates issues around the control of creating, accessing, versions, copying, security and disposal of records.

- **Improved customer service** - businesses that are customer focused, whether it is from a competitive or accountability perspective, require efficient and effective responses to customer needs. The management of an organisation's records assists them in attaining customer service standards.
- **Changes in methods of communication and commercial trading (www, Internet, intranet, e-mail)** - the growth of electronic communication, commerce and transactions, has increased the need for the development of strategies and systems to manage and appropriately retain the records generated from these transactions.
- **Legislative changes** - the introduction of and amendments to legislation have and will result in changes to records management practices (eg State Records Act 1997, Freedom of Information Act 1992, Electronic Transactions Act 2000, Occupational Health, Safety and Welfare Act 1986, Evidence Act 1929, etc).
- **Changes in media in which records are created and stored** - records created and received and accessed electronically require systems to enable records management control processes to be applied, especially e-mails.
- **Risk management** - the increase in awareness of the financial and legal advantage to mitigate risk has elevated risk management to the strategic level. Adequate records management plays a significant role in reducing the impact of risk.
- **Recognition of the advantage of corporate wide access to information** - increasingly there is recognition of the benefits of enabling the capture of knowledge, application of workflow and accessing and sharing of information within systems that can communicate with each other.

Goals for the Achievement of Records Management (2004-2010)

This strategy paper identifies *six* long-term strategic goals for improving records management within the South Australian Government. They are:

- **GOAL 1:** A comprehensive records management education and training program, tailored to the needs of the South Australian Government and aimed at four tiers of Government employees (all public servants, records management operational staff, records managers and records strategists), is developed and implemented.
- **GOAL 2:** A prescribed level of records management resourcing, which is classified consistently across government, is identified and employed.
- **GOAL 3:** A continuous improvement approach to records management, through the conduct of self-assessments, review and formal monitoring, is established and implementation commenced.
- **GOAL 4:** An Across-Government Electronic Document and Records Management Systems (EDRMS) Panel to assist agencies with the management of their official records, both paper-based and electronic, is established and utilised.
- **GOAL 5:** Standards and guidelines to assist agencies and authorities in their implementation of records management continue to be developed, published and reviewed.
- **GOAL 6:** The records management of regional and smaller agencies, through the provision of targeted services, tools and products, is measurably improved.

Actions (2004 - 2010)

The above goals, which are outcome-based, are progressively achievable if a number of underpinning actions (outlined in the body of this Strategy Paper) are completed, initially for the period of 2005-2010. These actions have been divided into those that need to be completed by State Records, in its legislated governance and assistance role, and those that need commitment and implementation by Government agencies/authorities as those ultimately responsible for achieving sound records management.

INTRODUCTION

Requirement for Records Management

The *Public Sector Management Act 1995* (Part 2,s4) requires public sector agencies to "aim to provide responsive, effective and efficient services to the community and the Government...and to manage all resources effectively, prudently and in a fully accountable manner". In addition, "public sector agencies must implement all legislative requirements relevant to the agencies".

Presently, there is a considerable lack of investment in Records Management programs in agencies and authorities, the most critical being the lack of dedicated records management human resources. Those records management personnel currently operating in agencies and authorities often have limited training to perform the tasks needed to meet Records Management Outcomes (eg complete the records management self-assessment exercise).

Whilst there is a requirement to clearly delegate responsibility to individuals in order to achieve significantly improved records management practice and mitigate the considerable recordkeeping risks before South Australian Government, there is no intention by State Records to develop 80,000 records managers within the public sector; this is neither feasible nor achievable. While public servants are required to understand and adhere to records management as defined for the South Australian Government, the level of knowledge required and personal responsibility will be determined by their role and whether the records they receive and create for their organisations are vital to the ongoing viability of their agency/authority.

The Federal Auditor General's Audit Report for 2001/02 states, "a critical factor identified in the transition to better recordkeeping was to review recordkeeping strategically, as part of information management more broadly. Organisation's should adopt a corporate-level approach recognising that recordkeeping is an integral part of doing business, contributes to sound business [outcomes] and is a crucial step in the transition from viewing records as an administrative overhead to viewing them as a corporate asset".

There are significant issues associated with fundamental elements of records management in South Australian Government, many of which were highlighted in the agencies/authorities self-assessment reports as requiring urgent attention. One of the primary concerns is that less than a third of agencies/authorities provided a self-assessment report to State Records, as requested, in June 2003. Accordingly, it has become imperative that all agencies and authorities undertake an independent self-assessment of their current recordkeeping practices.

Benefits of Records Management

There are a multitude of benefits that can be expected from agencies and authorities achieving adequate records management:

- ability to mitigate the considerable risks associated with inadequate records management practice. Specifically, accountability, transparency, sound corporate governance, public sector efficiency and cost effectiveness to administer South Australian Government

- compliance with the statutory requirements under the *State Records Act 1997* and the Adequate Records Management Standard
- ability to provide enterprise-wide access to documents, records and information resources contained within multiple databases from a single user interface, i.e. knowledge management
- reduced need to duplicate effort (reinvent the wheel) as users are able to access information from one source
- ability to reduce the requirement to reconstruct and duplicate processes and information
- ability to manage electronic documents and records as inviolate and credible evidence
- efficient management of e-mails as records thereby significantly reducing the need for labour intensive process of printing, capturing, classifying and filing e-mails and other electronic records
- appropriate, legal and timely disposal of official records
- records and information resources protected from disaster
- skills of staff responsible for records management enhanced through the provision of training
- knowledge of fundamental records management practices and how they relate to Freedom Of Information and Information Privacy Principles understood by all public servants
- ability to streamline business processes through the application and management of workflows
- increased productivity and individual accountability
- ability to minimise the cost of storing hard copy documents and records
- reduction in the cost of CBD office accommodation taken up by inappropriate records storage.

Records Management as Part of the Broader Business Strategy of Government

There is a requirement for all agencies and authorities to take a strategic approach to the management of their records, especially given the directive by Cabinet for a more open and accountable government. This requires that agency/authority Executive assess the adequacy of their current recordkeeping environment in the context of their business requirements and outcomes in order to determine their immediate and long-term records management objectives. This will require Agencies and authorities take a comprehensive approach, which includes the following elements:

- risk management
- resource management
- strategic management
- human resource management
- Freedom Of Information
- information discovery
- adequate evidence

Government Responsibilities

There are a number of positions and bodies that are responsible for working in partnership to ensure that records management is adequate within and across the South Australian Government.

Chief Executives and Senior Management

Chief Executives have a number of responsibilities as prescribed under the *State Records Act 1997* and the *Local Government Act 2000 (99.1(h))*. In particular, as the officer ultimately responsible for the priorities set within their respective agency/authority, Chief Executives will be the accountable officers named in any State Records' reports to the Minister. The reports will comment on the adequacy status of their organisation's records management practices.

As prescribed in the *Freedom Of Information Act 1992*, Chief Executives are required to ensure that their Agencies'/Authorities' adequately manage their records, and that records management programs and systems are in place to facilitate document searches. This was recently highlighted in the New South Wales Audit Office Report on Freedom Of Information in Government.

Records Managers and Strategists

Records Managers and Strategists need to be capable of effectively gaining the support of decision-makers within their agency/authority (eg IT Manager, Chief Information Officer, Executive, Internal Auditor, etc) in order to secure the level of investment in records management required of their agency/authority. These positions need to maintain a strategic perspective within a business-specific context, have the ability to manage enterprise-wide records management programs and practices, develop corporate policies and procedures, initiate and coordinate independent self-assessments, and meet the reporting requirements of State Records.

Government Employees

All Government employees need to have general records management awareness and know their individual responsibilities under the *State Records Act 1997*. They need to participate in training initiatives as required and adhere to corporate policies and procedures.

State Records

State Records is responsible for developing and promoting the observance of best practices by agencies in their management of official records. State Records does this by providing advice and assistance, developing standards, guidelines and tools, conducting formal monitoring and fulfilling a governance role.

The South Australian Legislative Framework

Improved records management programs and practices will ensure that State and Local Government agencies/authorities comply with the requirements of legislation and standards relevant to the operations of their organisation. Under stipulated regulatory and compliance requirements all South Australian state and local government agencies and authorities have a

responsibility to provide evidence of business transactions and conduct their affairs through various documentation and reporting requirements.

Within South Australia there are a number of key Acts with records and information management implications which all agencies and authorities, irrespective of their specific functions and activities, should be familiar with and they are:

- *State Records Act, 1997*
- *Freedom of information Act, 1997*
- *Evidence Act, 1929*
- *Electronic Transaction Act, 2000*
- *Libraries Act, 1982*
- *Information Privacy Principles*

A summary of the prime intent of the above legislation is provided in State Records' guideline *Recordkeeping Requirements within South Australian Legislation* (April 2003), available from State Records' website (<http://www.archives.sa.gov.au>).

In addition, agencies and authorities should be aware of any records management implications within legislation that is specific to their operations.

Adequate Records Management and Current National Records Management Practices

The Government of South Australia's Adequate Records Management Framework is clearly aligned with the Australian Standard for Records Management AS ISO 15489 – 2002. The Framework was also developed in the context of the National Archives of Australia's DIRKS methodology, which details an eight-step process for agencies to use to improve their recordkeeping, and information management practices, including the design and implementation of new recordkeeping systems. It provides a key resource for agencies wishing to respond to the reports issued by the Australian National Audit Office and Australian Public Service Commission.

Environmental Scan of the South Australian Government

The following results of a 2003 environmental scan of South Australian Government records management programs and practices (refer to Appendix 1 for more detailed breakdown of the 2003 scorecard for State Government agencies and Local Government authorities), conducted via self-assessments, indicate the current state of play in our State:

- less than 10% of Agencies/Authorities refer to records management in their strategic plans
- less than 10% of Agencies/Authorities have a computerised records management system to manage their records
- less than 10% of Agencies/Authorities have adequate records management governance in place (e.g. policies, procedures, business rules, reporting structures, etc)
- less than 2% of Agencies/Authorities have a formalised records management training and education program in place
- the majority of Agencies/Authorities do not have a 'dedicated' Records Manager

- records are not being adequately captured, especially electronic records, which transact significant business in SA Government
- records of significance to South Australian Government and the public are still being lost, destroyed or placed at risk due to inappropriate storage.

Agencies and authorities need to concede that such a state of affairs is less than acceptable.

GOALS AND ACTIONS (2004-2010)

State Records has identified *six* strategic goals for improving records management across the South Australian Government. These goals are considered priorities further to the results of the 2003 Adequate Records Management self-assessments and feedback received from agencies and authorities through a variety of forums.

To provide some contextual information, issues surrounding each of the goals are summarised below.

In addition, supporting actions that need to be pursued in order to achieve the goals are outlined. These actions are divided, as necessary, into those that will be performed by State Records and those that are the responsibility of agencies/authorities.

Expected outcomes and key performance indicators that will allow success and improvements to be measured and reported on are also detailed.

GOAL 1

A comprehensive records management education and training program, tailored to the needs of the South Australian Government and aimed at four tiers of Government employees (all public servants, records management operational staff, Records Managers and Records Strategists), is developed and implemented.

Issues

- A void of records management training programs, especially at a tertiary level, exists in this State and is one of the principal inhibitors to the investment in strategic records management programs by South Australian Government.
- There are few records management staff in positions of influence or with the skill set required to develop and implement strategic records management programs.
- A lack of accessible and inexpensive education awareness programs which outline to all public servants their business responsibilities means Government employees are generally unaware of the need for, or repercussions of not, abiding by their legislatively prescribed obligations with regards to records management.
- There is a requirement for Government staff to appreciate the business need for and benefits of adequate records management practices; it is this knowledge that will act as the catalyst to change behaviour, which in turn should result in their compliance with legislative obligations.
- Records/information management needs to raise its profile to a professional level comparable with financial management and/or human resource management in agencies and authorities. These professions demand and contain only tertiary qualified and/or highly experienced personnel.

Actions

State Records

- Develop a curriculum plan and assign accredited training modules to each participant segment (i.e. all Government employees, records management operational staff, Records

Managers and Records Strategists) to ensure each is provided with the information that is fit for purpose in the context of the role they perform in the South Australian Government. The records management training would be based on the ethos of evolutionary development to support life-long learning in the workplace. The entire curriculum would be based on the delivery of structured modules, which incorporate an applied learning assessment regime whereby participants will be accredited in each of the modules undertaken (attendance alone at the course does not constitute accreditation status). A database of trainee attendance would also be kept to ensure relevant staff are notified of upcoming courses pertinent to their specific roles within an organisation and when necessary subsequent training is available to maintain their records management accreditation status. *(December 2005) - underway*

- As part of the curriculum plan, develop the Public Sector's Records Management Training Program, modelled on the highly successful Public Sector Management Course. Participants would participate in exercises/discussions in a classroom setting and undertake research to develop assignments and workplace based projects for assessment. *(December 2004) completed*
- In line with the curriculum plan, review and update material in existing State Records courses to align them with the release of the new *ISO15489 Standard for Records Management* and the *Adequate Records Management Standard* issued by State Records. *(July 2004) completed*
- Develop an online service delivery model to complement existing "face to face" records management training provided by State Records. *(July 2004) Pilot underway*
- Implement a partnering arrangement whereby the development and conduct of training and education sessions is by State Records staff, the tertiary sector, State Records-sanctioned agency/authority staff members and/or private sector. *(December 2004) completed*
- Develop an across-Government induction program for all public servants to access and reference. The program will detail Records Management, Freedom of Information and Information Privacy Principles. *(February 2005)*

Agencies/Authorities

- Utilise State Records approved accredited training modules in records management (incorporating Freedom of Information and Information Privacy) developed by State Records to create a general awareness amongst all staff. *(June 2006)*
- Utilise State Records approved education programs, including the induction module, for all public servants to learn the need for and benefits of sound Records Management, Freedom Of Information and Information Privacy Principles *(June 2007)*
- Potential and existing Records Classifiers, Records Auditors, Archivists and Records Customer Service personnel in South Australian Government enrol and complete the accredited training courses on offer from State Records. *(June 2008)*
- Up skill as necessary records management staff at both operational and management levels, importantly all Records Managers using State Records accredited training programs. *(June 2007)*
- Support and utilise an exchange program between Government records management employees and their private sector counterparts as an up skilling exercise and opportunity for both parties to better appreciate how both enterprises operate. *(June 2007)*

Outcomes

- A single comprehensive training program is developed, based on a TAFE and University curriculum and with structure and content benchmarked to those on offer in other tertiary institutions, including the Public Sector Management Course offered by Flinders University.
- The State Records Training Program, through accreditation and implementation, provides Government employees, and their respective agency/authority, a tangible return on their investment.
- Records management training within South Australia is consistent, with all participants receiving identical information on fundamental records management principles and practices.
- Agencies/authorities mitigate the risks associated with the inadequate management of official records through the accreditation and professional development of existing and new records management personnel.
- A career path for records management professionals is established in the South Australian Government.

KPIs

- % of operational records management staff undergoing accredited training with State Records on an annual basis.
- % of public servants undertaking records management awareness education with State Records.
- Compliance with Adequate Records Management Outcome 8.

GOAL 2

A prescribed level of records management resourcing, which is classified consistently across government, is identified and employed.

Issues

- A broad scope of records management roles, as follows, needs to be recognised as necessary for enabling agencies/authorities to improve their current records management practices:
 - Information Strategist (to coordinate the assimilation of records management, knowledge management, content management and document management programs in tandem with IT strategy, business efficiency and customer service initiatives within a Portfolio)
 - Records Strategist (to design and coordinate the Strategic Records Management Program for the agency/authority including the implementation of an EDRMS, Policy Framework, Disaster Recovery Planning, Vital Records definition, etc within a Portfolio)
 - Records Manager (to implement key elements of the Strategic Records Management Program (eg business classification schemes, thesauri, disposal program, change management and marketing initiatives, records staff supervision, records management advice)
 - Records Classifier (to create virtual and hardcopy files and/or classify documents to their appropriate file)

- Records Auditor (to quality control data input into an EDRMS)
- Records EDRMS Administrator (to administer an EDRMS, specifically its functionality and system profiles)
- Technical EDRMS Administrator (to administer the database and IT networking elements of an EDRMS)
- Records Customer Service Officer (to provide a records management reference and troubleshooting service to users)
- Archivist (to design and coordinate the Sentencing and Disposal Programs for the Portfolio and provide advice on which records are of historical and conservation significance)
- Sentencer, Boxer and Lister (to sentence records according to the relevant GDS and RDS's and ensure the correct procedures are followed in their transfer to secondary storage (either Approved Service Provider or State Records) or destruction).
- Agencies need to employ sufficient numbers of staff (determined by the size and complexity of business of the organisation) to ensure the above-mentioned roles are performed.
- Records management, being generally undervalued in agencies/authorities, facilitates an environment that does not attract or reward personnel.
- Many Records Management officers are entirely operationally focussed and have multiple duties other than records management assigned to them.
- Classification equity for records management staff is variable across the public sector.
- Records Managers are generally unable to gain support from their agencies/authorities for programs they've developed or are charged with implementing.
- Due to the shortage of skilled records management staff in the public sector a majority of the tasks associated with records management are performed by temporary staff resulting in lost intellectual and financial capital within the public sector.

Actions

State Records

- Submit recommended resourcing levels and levels of classification to the Commissioner for Public Employment for records management roles to assist agencies/authorities to effectively and efficiently implement their strategic records management programs. *(April 2005) underway*

Agencies/Authorities

- Support (both in principle and through the commitment of required funds) an Across-Government approach to prescribing the required dedicated and specialist records management roles and staffing levels to ensure there are the human resources for strategically implementing records management programs within agencies/authorities. *(June 2006)*
- Assess existing records management staffing levels and roles, in line with State Records recommendations, to ascertain what additional resources are required. *(June 2005)*
- Implement the prescribed resourcing and classification levels set by the Commissioner of Public Employment for records management by appointing appropriately trained staff, or

where appropriate, up skilling and placing redeployees in vacant or newly created records management positions. *(June 2007)*

- Include records management responsibilities in all Job and Person Specifications in the public sector and individual agencies' and authorities' codes of conduct. *(June 2007)*

Outcomes

- The sufficient creation of roles and positions and the professional development of records management personnel mitigate the risks associated with poor records management.
- The public sector is more greatly aware of the importance of records management.

KPIs

- % of agencies/authorities staffed in line with State Records recommendations in order to attain adequacy status for their records management practices by 2010.
- The rate of increase of the number of records management staff appointed in the South Australian Government on an annual basis between 2004 to 2010.
- % of records management staff that report to State Records on an annual basis that the work they perform is valued within their agency/authority.

GOAL 3

A continuous improvement approach to adequate records management, through the conduct of self-assessments, review and formal monitoring, is established and commenced.

Issues

- Many anomalies highlighted as a result of the Adequate Records Management Self-assessment process undertaken by agencies/authorities in 2003. If these scores remain unchallenged the formal monitoring process to be conducted by State Records is likely to be confronting to many agencies/authorities.
- Agencies/authorities need to understand that the journey to achieve adequate records management is a progressive one. It may take some agencies/authorities only a few years (based on the level of investment and current status) and others just outside of the target date of 6 years (i.e. 2010).
- The State Records Act requires agencies/authorities to make some considered decisions, based on gap analysis results and an assessment of the associated risks to their individual business, and provide State Records details of which particular records management outcomes they will be focusing on in any given financial year.
- Agencies/authorities generally assign limited to no funding to their Adequate Records Management programs.
- The majority of agencies/authorities do not have a Records Management Strategy that identifies all the risks to be mitigated and assists in the adequate governance of their recordkeeping programs.

Actions

State Records

- Develop a records management formal monitoring process, in accordance with the national Records Management Compliance Standard due for release by Standards Australia in June 2004, to complement self-assessments conducted by agencies/authorities. (*Pilot December 2004*) underway
- Conduct the first formal monitoring of a number of agencies and authorities selected on the basis of the 2003 agency self-assessment results. (*December 2004*) underway
- Develop and administer a register of suitably skilled public servants and accredited private consultants to conduct independent Self-assessments of agencies and authorities current recordkeeping practices. (*May 2005*)
- Undertake, at a significant agency/authority cost, the independent assessment process (to determine existing levels of adequacy) for those agencies/authorities that do not conduct their own independent assessments using State Records accredited private contractors or public servants. (*June 2005*)
- Develop a self-assessment skills component within an existing accredited training module to increase the skills and number of public servants qualified to perform records management self-assessments. (*June 2005*)

Agencies/Authorities

- Conduct an independent assessment based on the *Adequate Records Management Improvement Matrix* using accredited personnel (*June 2005*).
- Include Records Management in all agency strategic and business planning. (*June 2006*)
- Develop an organisation-wide Records Management Strategy (refer to Appendix 1 for details of what a Strategy incorporates), which includes resourcing levels, Executive reporting mechanisms and regular monitoring, based on the findings of the independent assessment. (*June 2006*)
- Progressively implement the Records Management Strategy and review annually using the independent assessment process. (*June 2009*)

Outcomes

- A business improvement regime that is measured and reported on for records management within the South Australian Government, at both state and local levels.
- A baseline exists from which agencies/authorities and State Records can measure improvement.

KPIs

- Number of agencies/authorities that undertake an independent assessment for their current records management practices by 30 June 2005.
- Number of agencies/authorities that develop or acquire an organisation-wide records management strategy.
- Increase of ratings against each of the 10 Adequate Records Management Outcomes in 2006 compared to 2003.

GOAL 4

An Across-Government Electronic Document and Records Management Systems (EDRMS) Panel to assist agencies with the management of their official records, both paper-based and electronic, is established.

Issues

- Very few agencies/authorities have implemented a computerised records management system. The previously mandated system, RecFind, is only implemented in 26 agencies/authorities (based on Across-Government Licensing Contract with GMB from 2001 to 2005). This is less than 10% of agencies/authorities. The remaining organisations manage their records with antiquated largely manual systems.
- The management of existing systems currently relies on the goodwill and conscientiousness of records management staff to ensure they are maintained.
- Intellectual capital for existing systems may reside with only one or two individuals with little documentation available to continue managing corporate records metadata in the event these personnel leave their agency/authority.
- The likelihood of loss of intellectual capital is even higher in some agencies/authorities as a significant number of records management staff in the South Australian Government are private contractors.
- There is a proliferation of document management systems, especially in Local Government, that potentially may not comply with the *Document and Records Management System Standard* issued by State Records due to a lack of records management-based functionality.
- An EDRMS implementation needs to be a corporate initiative driven by the desire to better support and/or change current business practices. Chances are if the fundamental issues of adequate records creation, capture, retrieval and disposal are not working in an agency/authority at present (for their hardcopy records) this will be compounded and even more visible in an EDRMS.
- Fundamental issues need to be addressed prior to the commencement of an EDRMS project. EDRMS projects need to focus on detailed business analysis to ascertain security models, business rules, workflow mapping, functional design requirements (e.g. what the interface will look like), establishing baselines, identifying training requirements, cultural constraints, etc otherwise the selected solution may prove to be unfit for purpose.
- A number of fundamental business rules need to be debated and agreed upon to enable the development of an Across-Government model. Unless these decisions are made in a holistic manner there is a risk that EDRMS implementations may have fundamental functional and design differences which do not easily allow, from both a technical and cost efficiency perspective, agencies to move between Portfolios.
- With the advent of the EDRMS panel there may no longer be a need for E-Courier as a correspondence routing and workflow solution for Ministerial Offices. However, this system needs to be phased out in a way that does not compromise existing communication links between Ministerial Offices and their respective agencies.

Actions

State Records

- Establish an EDRMS Panel of Products. (*August 2004*) *completed*
- Develop corporate document templates for Microsoft applications that enable the easy capture of recordkeeping metadata at the desktop. (*December 2004*) *completed*
- Lead a holistic approach (undertake a needs analysis and prepare a business case) of the information stored and routed within E-Courier, as well as the associated procedures, to

ascertain the merits of using EDRMS functionality to manage Ministerial correspondence. *(June 2007)*

- Develop, in collaboration with the Department for Administrative and Information Services (DAIS) Business Services, a *Procurement and Pre-implementation EDRMS Panel Guideline* and a *Guideline to Design an EDRMS*, which includes matrix tools to assist agencies/authorities to effectively and efficiently procure from the EDRMS Panel. *(August 2004 and June 2005 respectively)*
- Develop an issues paper that highlights initial priorities agencies/authorities should address when implementing their EDRMS. Issues will include the use of an EDRMS as a portal to intranet/internet services, the capture and management of 'personal' records, and the management of website content and metadata by an EDRMS. *(June 2004) Draft completed*
- Develop a Business Case for the establishment of a Help Desk function administered by DAIS using existing resources (e.g. Services SA call centre) where all first level calls from agencies/authorities related to EDRMS development, implementation and maintenance are logged. *(April 2005) underway*
- Develop a partnering relationship with Government ICT and EDS to assist in cost efficient EDRMS implementations, specifically shared services. *(June 2005)*
- Fulfil a coordination role for EDRMS enquiries across Government. *(Ongoing)*

Agencies/Authorities

- Undertake a risk analysis exercise to ascertain which legacy electronic records should be recreated using the metadata-compliant corporate templates developed by State Records. *(June 2005)*
- State Government agencies to adopt a coordinated project management approach to the implementation of an EDRMS. This approach should be the responsibility of each Portfolio's Chief Information Officer. *(June 2005)*
- Utilise metadata-compliant corporate templates developed by State Records. *(June 2006)*
- Comply with the *Guideline to Design an EDRMS*. *(Ongoing)*
- Procure from the EDRMS Panel of Products. *(June 2009)*
- Use the Helpdesk administered by DAIS for all first level calls. *(Ongoing)*

Outcomes

- Agencies/authorities are able to procure an EDRMS from the Across-Government Panel of Products knowing that a product automatically complies with minimum compliance requirements set by the Government.
- Agencies/authorities have enterprise-wide access to documents, records and information resources contained within multiple databases from a single user interface.
- Agencies/authorities manage records as inviolate and credible evidence (irrespective of the media they are created in) from creation, capture, maintenance and use to permanent archiving or destruction.
- E-mails captured and managed as records by agencies/authorities.
- The Government capitalises on the benefits of emerging technologies to assist in competitive business activities.
- Agencies/authorities have organisation-wide programs and a single corporate system to underpin knowledge and information management objectives.

- The intellectual capital developed by the public sector with regard to the maintenance, administration and functionality of EDRMS systems remains within Government (eg if a company is liquidated or subject to a takeover the respective system can at least be guaranteed first-level help desk support).
- EDRMS, as a specialised system not unlike Masterpiece or CHRIS, is supported in a like manner.

KPIs

- Number of agencies and authorities procuring from the Across-Government EDRMS Panel.
- Number of agencies and authorities using the Across-Government EDRMS Help Desk.
- Number of agencies and authorities using metadata compliant corporate templates.

GOAL 5

Standards and guidelines to assist agencies and authorities in their implementation of adequate records management continue to be developed, published and reviewed.

Issues

- A comprehensive audit of Records Management standards, guidelines, policies and procedures developed by State Records for the South Australian Government was undertaken in 2001. The audit, titled *Adequate Records Management: A Gap Analysis Report*, identified a number of gaps for State Records to address.
- A comprehensive suite of guidelines and policies to support the implementation of EDRMS technology in South Australian Government is required.
- There are few agencies/authorities with comprehensive policy and procedures to govern their business' records management practices. Those agencies/authorities that have had records management policies and procedures in the past, have had limited success in incorporating them into their core business culture.
- Traditionally, records management policies' cultural status has been inferior to other key corporate policies such as Equal Employment Opportunity, Financial Management and Occupational Health Safety and Welfare. Equally the level of endorsement proffered by Executive, as well as staff's general knowledge of their existence and perceived pertinence to the agency/authority, is inferior to that of other corporate policies.

Actions

State Records

- Develop an interim policy framework, based on the outcomes of *Adequate Records Management: Meeting the Standard*, to manage paper records and electronic records as hardcopy records. *(June 2004) Draft completed*
- Develop an electronic records management policy, in collaboration with agencies/authorities, based on the principle that electronic records of permanent value are to be transferred to and kept in the custody of State Records in an enduring digital form. *(June 2005) underway*
- Develop a Digital Records Management Guideline in collaboration with agencies/authorities for all electronic records regardless of media to be managed

adequately. This Guideline will detail State Records approach to the archiving of digital records. *(June 2005) underway*

- Review and update, as necessary, existing Across-Government records management standards and guidelines developed by State Records to ensure consistency with current best practice. *(June 2005) underway*

Agencies/Authorities

- Comply with Across-Government records management standards and guidelines issued by State Records. *(Ongoing)*
- Develop and implement business-specific records management policies and procedures as necessary to complement and put into practice Across-Government standards and guidelines. *(June 2006)*

Outcomes

- A holistic policy framework for the South Australian Government is adopted that ensures all public servants receive consistent communication and instruction on records management as it applies to a public sector context.
- Compliance with Adequate Records Management Outcome 10.

KPIs

- Number of new/revised Standards and policies developed by State Records.
- Number of agency and authority staff attending State Records workshops teaching how to interpret and apply Standards and policies.
- Number of agencies and authorities implementing records management policies and procedures.
- Improved score in Adequate Records Management Outcome 10.

GOAL 6

The records management of regional and smaller agencies, through the provision of targeted services, tools and products, is measurably improved.

Issues

- State Records personnel have visited approximately 50% of all agencies/authorities in recent years and formed the following opinion; there are thousands of linear metres of vital and/or permanent records being inappropriately stored which, may result in significant slices of the State's history from the 1800's, being permanently lost (eg Board minutes, old letter books, registers, cemetery records,). In many instances agencies/authorities, particularly those that are small and/or regional, do not have the physical or human resources to be able to address this issue.
- There is a degree of reluctance amongst regional agencies/authorities to release their records for storage in State Records' metropolitan repository. This is due to a concern that public access to records by the local community will be greatly hindered.
- Some small and/or regional agencies/authorities do not have the flexibility to increase their headcount or physically accommodate the records management personnel required to ensure the implementation and ongoing management of a strategic records management program

- Few regional agencies/authorities took part in the 2003 self-assessment process.

Actions

State Records

- Develop and provide a series of workshops specifically targeting small and/or regional agencies/authorities to mitigate the loss of permanent value records. (*June 2005*)
- Visit small and/or regional agencies/authorities to identify all potentially permanent records with the objective of accurately scoping the magnitude in order to recommend and pursue appropriate solutions. (*December 2005*)
- Liaise with small and/or regional agencies/authorities to gauge the potential for records management resources to be managed and provided on a shared services basis and through a centralised administrator. (*June 2006*)
- Develop a detailed cost benefit analysis for a shared services model targeting small/regional agencies/authorities in collaboration with the Local Government Association. (*June 2006*)
- Utilise the Archival Management System (AMS) to provide both Government and the public remote online access to records of regional agencies/authorities held by State Records in its metropolitan-based repository. (*June 2006*)
- Identify quantity, condition and location of permanent records in regional agencies/authorities as a priority category for digitisation in order to make them accessible electronically, improve their storage conditions and/or transfer to State Records custody. (*June 2005*)
- Commence digitisation of records of regional agencies/authorities identified as a priority category. (*June 2007*)

Agencies/Authorities

- Attend State Records workshops and seminars to increase awareness and understanding of the need to effectively manage records of importance to the business and the State. (*Ongoing*)
- Cooperate and collaborate with State Records in identifying permanent value records and significantly improving records management within regional Government agencies/authorities. (*June 2005*)
- Explore shared records management services between local government authorities in order to achieve cost savings while also improving the standard of records management. (*June 2006*)
- Apply for heritage grants to fund the digitisation of permanent value records before they are transferred to the custody of State Records. (*June 2007*)

Outcomes

- The permanent records of regional agencies/authorities are identified, preserved and made accessible to both Government and public regional and metropolitan users.
- Regional agencies/authorities have access to a collective of appropriately trained and skilled professional staff in order to attain adequacy status for their records management.
- Regional agencies/authorities are not at a disadvantage in achieving adequate records management merely because of their size or geographical location.

- Regional agencies/authorities are able to comply with the records transfer requirements of the *State Records Act 1997* without having their rights of access impeded; State Records will negotiate with the relevant agency/authority before any records are transferred to the State's archive facility.

KPIs

- Number of regional agencies/authorities that undertake an independent assessment for their current records management practices by 30 June 2005.
- Number of regional agencies/authorities that develop or acquire an organisation-wide records management strategy.
- Number of records transfers received annually by State Records from regional agencies/authorities.

APPENDIX 1: ELEMENTS OF A RECORDS MANAGEMENT STRATEGY

- A functional analysis of an agency's/authority's business to identify both business and user-based requirements for recordkeeping
- A functional specification based on the functional analysis conducted
- A business classification scheme (BCS)
- A functional thesaurus to complement the general administrative thesaurus *Keyword AAA*
- A Records Disposal Schedule (RDS) to complement the general disposal schedules (GDS) (i.e. GDS 15 for state government agencies and GDS 20 for local government authorities)
- Selection and implementation of an Electronic Document and Records Management System (EDRMS)
- Staff induction program that includes records management modules
- Development, implementation and maintenance of Key Performance Indicators (KPIs) to ascertain effectiveness of the strategic records management program
- Vital records register
- Development, implementation and maintenance of a records disposal program
- Development, implementation and maintenance of agency/authority-specific records management policies and procedures based on Across-Government records management standards and guidelines
- Appropriate storage of records dependent on their retention period (transfer of inactive permanent records to State Records, transfer of inactive temporary records to an Approved Service Provider (ASP), in-house storage of active records)
- Monitoring regime for the regular review of records management policies, procedures, systems and practices
- Reporting regime to keep Executive informed of records management performance

APPENDIX 2: COSTS TO AGENCIES/AUTHORITIES FOR 2004/05

The costs to agencies/authorities to address all the immediate priorities outlined in this Strategy Report require a modest investment of approximately \$120,000 for 2004/05. It is acknowledged that this figure is significant for smaller agencies/authorities, however, there is scope for the largest part of this investment (\$85,000) to be shared across a number of geographically or Portfolio-related organisations (eg smaller regional Councils could appoint a Records Manager to manage a number of sites). The estimated costs to commence the process of adequate records management practice (2004/05) are as follows:

ACTIVITY	COST
Independent Self-assessment of current records management practices	\$6 000
Procure or develop a Records Management Strategy for the Agency/authority	\$25 000
Records management education (awareness) per 10 staff includes:	\$350
<ul style="list-style-type: none"> • Freedom Of Information education (not accredited module) per 10 staff • Information Privacy Principles education per 10 staff 	
Appoint a Records Manager (includes 40% on costs)	\$65 000
Enrol Records Manager in accredited training program <i>up to</i>	\$20 000

It should be noted that the aforementioned costs are for a small agency of less than 200 people. The Records Manager detailed in these costings would be working at an operational level (ASO-4). Agencies requiring a Records Manager to be operating at a strategic level can expect the classification will be at the ASO-6/7 classification. Accurate numbers and classification of records management personnel will be contained in the submission being prepared by State Records for the Commissioner for Public Employment.

APPENDIX 3: TIMEFRAMES FOR GOALS AND ACTIONS

GOAL	ACTION	RESPONSIBILITY	TIMEFRAME
1	Develop SAG-wide curriculum plan	State Records	December 2005 completed
1	Develop PSMC-model accredited training program for Records Managers	State Records	December 2004 completed
1	Review existing State Records training modules	State Records	July 2004
1	Deliver training as an online service	State Records	July 2004
1	Partner training arrangements	State Records	December 2004 completed
1	Develop RM Induction Program	State Records	February 2005
1	Utilise the new RM curriculum developed by SR	Agencies/Authorities	June 2006
1	Utilise education programs by State Records	Agencies/Authorities	June 2007
1	Existing records management operational staff undertake accredited training courses with State Records	Agencies/Authorities	June 2008
1	Up skill Records Managers	Agencies/Authorities	June 2007
1	Support an exchange program of RM staff between the public and private sector	Agencies/Authorities	June 2007

**Across-Government Records Management
Strategy**

GOAL	ACTION	RESPONSIBILITY	TIMEFRAME
2	Recommend RM resourcing and classification levels to the Commissioner for Public Employment	State Records	April 2005
2	Support an Across-Government approach to prescribed records management roles and resourcing levels	Agencies/Authorities	June 2006
2	Assess existing records management roles and staff levels to ascertain resources required	Agencies/Authorities	June 2005
2	Implement the prescribed records management resourcing and classification levels	Agencies/Authorities	June 2007
2	Include records management responsibilities in all J&PS	Agencies/Authorities	June 2007

**Across-Government Records Management
Strategy**

GOAL	ACTION	RESPONSIBILITY	TIMEFRAME
3	Develop an RM formal monitoring process	State Records	December 2004
3	Conduct formal monitoring of a select number of agencies/authorities	State Records	Commenced December 2004
3	Develop and administer accredited records management personnel (public and private sector)	State Records	May 2005
3	Develop an accredited 'self-assessment' training module	State Records	June 2005
3	Conduct independent assessment using accredited private contractors	Agencies/Authorities	June 2005
3	Develop a Records Management Strategy	Agencies/Authorities	June 2006
3	Records Management is included in all agency business and strategic planning exercises	Agencies/Authorities	June 2006
3	Progressively implement the Records Management Strategy and review annually	Agencies/Authorities	June 2009

**Across-Government Records Management
Strategy**

GOAL	ACTION	RESPONSIBILITY	TIMEFRAME
4	Establish EDRMS Panel of Products	State Records	August 2004 completed
4	Develop corporate document templates for Microsoft applications to allow the capture of metadata at the desktop	State Records	December 2004
4	Investigate Phase out of E-Courier	State Records / Agencies	June 2007
4	Guideline to Design an EDRMS and Procurement & Pre-implementation EDRMS Panel Guideline	State Records	June 2005 and August 2004
4	Develop an EDRMS issues paper that identifies initial priorities to be addressed by agencies/authorities	State Records	June 2004
4	Develop a Business Case for the establishment of an EDRMS Helpdesk function	State Records	April 2005
4	Partnering with Govt ICT and EDS	State Records	June 2005
4	Coordinate EDRMS enquiries across Government	State Records	Ongoing
4	Undertake risk analysis regarding legacy electronic records	Agencies/Authorities	June 2005
4	Adopt a coordinated project management approach to the implementation of EDRMS	Agencies/Authorities	June 2005
4	Utilise metadata-compliant corporate templates	Agencies/Authorities	June 2006
4	Comply with the <i>Guideline to Design an EDRMS</i>	Agencies/Authorities	Ongoing
4	Procure from the EDRMS Panel of Products	Agencies/Authorities	June 2009
4	Utilise the Across-Government Helpdesk.	Agencies/Authorities	Ongoing

**Across-Government Records Management
Strategy**

GOAL	ACTION	RESPONSIBILITY	TIMEFRAME
5	Develop policy framework based on Adequate RM outcomes	State Records	June 2004
5	Review and update existing RM standards and guidelines developed for Across-Government	State Records	June 2005
5	Develop a Digital Records Management Guideline	State Records	June 2005
5	Develop an electronic records policy for the delivery of electronic records to State Records in an enduring digital form	State Records	June 2005
5	Compliance with Across-Government RM standards and guidelines	Agencies	Ongoing
5	Develop business-specific policies and procedures to support Across-Government standards and guidelines	Agencies	June 2006

**Across-Government Records Management
Strategy**

GOAL	ACTION	RESPONSIBILITY	TIMEFRAME
6	Develop and provide regional workshops/seminars	State Records	June 2005
6	Visit regional agencies/authorities and identify permanent records	State Records/Authorities	December 2005
6	Examine options for providing shared services coordinated by a central administrator to groups of small/regional agencies/authorities	State Records Agencies/Authorities	June 2006
6	Develop Cost Benefit Analysis for shared services	State Records/Authorities	June 2006
6	Utilise AMS to provide access to regional Agencies/Authorities records	State Records	June 2006
6	Identify records of permanent value	State Records	June 2005
6	Commence digitisation of regional records	State Records	June 2007
6	Attend State Records workshops and seminars	Agencies/Authorities	Ongoing
6	Cooperate and collaborate with State Records to identify records of permanent value and significantly improve records management	Agencies/Authorities	June 2005
6	Explore shared services between local government authorities	Authorities	June 2006
6	Apply for heritage grants to fund digitisation of permanent value records	Agencies/Authorities	June 2007

APPENDIX 4: ACROSS GOVERNMENT SELF-ASSESSMENT RESULTS

The following South Australian Government scorecard details the average score gleaned in the Self-assessment process from June 2003. The scorecard includes the projected minimum outcome score targets Agencies/authorities should be working towards achieving.

Adequacy Outcome	<i>Actual Score June 2003</i>	<i>Projected Score June 2005</i>	<i>Projected Score June 2010</i>
Creation	2	3	5
Capture	2	2	4
Disposal	3	3	5
Access	2	2	4
Locatability	2	2	4
Reliability	2	3	4
Planning	2	4	5
Training	1	2	5
Reporting	1	2	4
Policy	2	3	5

APPENDIX 5: STATE RECORDS - AN OVERVIEW

Introduction

State Records provides strategic direction and services to all state and local government agencies/authorities in accordance with the *State Records Act 1997*. State Records requires the development of records management programs that are accountable, compliant, operate efficiently, provide timely access to accurate information to all stakeholders and mitigate the risks to the various businesses of South Australian Government. State Records is taking a collaborative approach with both the public and private sector in leading the records management evolution in South Australia.

Functions of State Records

State Records, in accordance with the *State Records Act 1997*, the *Freedom of Information Act 1992* and the *Information Privacy Principles*, is responsible for performing the following functions:

- Create and maintain a quality physical environment to house official records in our custody
- Organise and describe the official records in our custody
- Make determinations with regard to the disposal of official records
- Provide for equitable public and agency access to official records in our custody
- Promote observance of best practice, issue standards and provide advice and assistance to State and Local Government with respect to records management
- Promote awareness of State Records and its functions
- Provide advice and assistance to State and Local Government with respect to Freedom of Information (FOI)
- Promote awareness of the FOI Act and its implications across Government
- Oversee the operation of the FOI Act across Government
- Provide administrative services to the Privacy Committee of South Australia
- Provide advice and assistance to the public and Government Agencies in respect of personal privacy issues.

Vision, Mission and Values of State Records

Vision

State Records delivers a range of archival services for the preservation and access to official records, and provides advice and assistance to Government, both State and Local, in records management, freedom of information and privacy.

Mission

State Records, as the Government Archives of South Australia, is well known for its ability to offer current and new customers responsible, equitable and timely access to the official history of the state.

Values

State Records aims to foster its parent department's (Department for Administrative and Information Services) values of integrity, accountability, fairness, innovation, trust, collaboration, excellence and respect.

Records Management of State Records

State Records is an agency under the *State Records Act 1997* and as such is required to have records management programs and practices in place that comply with the Across-Government Adequate Records Management Framework. In accordance with the Framework State Records has completed an independent assessment of its records management program using the *Adequate Records Management Improvement Matrix*. The current and projected scores for State Records by the end of 2003/2004 are as follows:

Adequacy Outcome	Actual Score June 2003	Projected Score June 2005	Projected Score June 2010
Creation	<i>2</i>	<i>4</i>	<i>5</i>
Capture	<i>2</i>	<i>3</i>	<i>4</i>
Disposal	<i>3</i>	<i>4</i>	<i>5</i>
Access	<i>2</i>	<i>3</i>	<i>4</i>
Locatability	<i>2</i>	<i>3</i>	<i>4</i>
Reliability	<i>2</i>	<i>3</i>	<i>4</i>
Planning	<i>2</i>	<i>4</i>	<i>5</i>
Training	<i>1</i>	<i>3</i>	<i>5</i>
Reporting	<i>1</i>	<i>3</i>	<i>4</i>
Policy	<i>2</i>	<i>4</i>	<i>5</i>

Based on its independent assessment results State Records has developed and commenced implementing the recommendations of its own Adequate Records Management Strategy. It has made commitments at a strategic business planning and operational level to progressively improve its records management to ensure compliance with the 10 Adequate Records Management Outcomes by December 2005. As a result it will be in a sound position to share tangible learnings across the South Australian Government and ensure its standards and guidelines are fit for purpose.

Recent Business Initiatives of State Records

State Records acknowledges that there is a need to further develop the continuous improvement aspects of its culture and implement tools and processes that will facilitate the

continuous improvement of its services to ensure they remain 'fit for purpose'. State Records has a number of initiatives underway which support this objective including:

- The implementation of a customer service management system to log all customer interactions. This will facilitate more effective and efficient response to customer enquiries, and will enable issues to be reported on in a meaningful way.
- The development of a user-friendly Website complete with new and revised content for both agency and public clients of State Records
- The installation of the Archive Management Searching facility within the Archival Management System (AMS), which will provide accredited Government staff the opportunity to search online for their agency's/authority's permanent records
- A state-of-the-art CBD cultural facility in Leigh Street that will provide easier access to State Records services to the majority of its customer-base
- Implementation of a change management program focusing on the development of a customer-centric culture and services supported by transparent and easily understood administrative procedures and practices
- Organisational change which facilitates the creation of roles that support effective and efficient customer service
- The issuing of standards and guidelines that are complemented by informative interactive education sessions.

Records Management Guidelines, Policies and Procedures Produced by State Records

A comprehensive audit of State Records' standards, guidelines, policies and procedures for South Australian Government was undertaken in 2001. The audit, titled *Adequate Records Management: A Gap Analysis Report*, identified a number of gaps, which State Records has progressively addressed. State Records suite of policy documents, which aims to assist agencies in achieving the 10 Adequate Records Management Outcomes, is available from State Records website (<http://www.archives.sa.gov.au>).

State Records has also identified the need for a comprehensive suite of Guidelines (refer to Appendix 6 for a list of the guidelines) and policies to support agencies/authorities in their implementation of EDRMS technology within the South Australian Government. State Records is committed to producing this suite by June 2005.

Records Management Partnering by State Records

The Records Management profession is a small but skilled community of professionals in South Australia. There are few bodies that provide professional support and networking opportunities in this State. These include the Records Management Association of Australia (RMAA), the Institute of Information Management (IIM) and the various consulting companies (eg Experience Matters, Enterprise Knowledge). State Records has in the past and will continue to develop meaningful partnering arrangements with key bodies and private enterprise to assist agencies/authorities in fulfilling their obligations. State Records has a number of partnering initiatives awaiting approval. These include:

- The development of a Matrix for Local Government that maps all State legislation to the Adequacy Standard outcomes

- The partial funding by the RMAA, Local Government Association (LGA) and State Records of the independent assessment of agencies/authorities records management
- The development of accredited records management training modules by Experience Matters and State Records
- The development of an on-line training program with input from other Interstate Archive institutions, Electus and State Records.

Records Management Networking Initiatives of State Records

State Records has a number of existing and newly developed programs to facilitate shared learnings and effective/efficient communication across South Australian Government.

These include:

- State and Local Government Information Network (SALGINS) (existing)
- Adequate Records Management Self-assessment process (existing)
- Education sessions (existing)
- Training – classroom (existing) and on-line (under development)
- Web-based discussion groups
- Chief Executive Forums
- Road-shows which incorporate workshops tailored to both local and state government requirements
- Conferences and Seminars convened by State Records and in partnership with records management governing bodies eg RMAA (existing)
- Mentoring groups
- Region-specific records management forums from both a state and local government perspective (existing in some regions)
- Records management consultancy services (existing).

All of these programs will be operational by 1 July 2004. A calendar of events for State and Local Government is being produced to coincide with the opening of State Records new city premises in Leigh Street.



APPENDIX 6: EDRMS GUIDELINES SUITE

An EDRMS suite of standards guidelines for the South Australian Government will include the following:

- *Managing Electronic Records in an EDRMS: Standard*
- *Transferring Permanent Electronic Records to the Custody of State Records: Standard*
- *How to Plan/Prepare for the Implementation of an EDRMS: Guidelines (development underway)*
- *How to Procure from the Across-Government EDRMS Panel of Products: Guidelines (development underway)*
- *How to Design an EDRMS: Guidelines*
- *How to Implement an EDRMS: Guidelines*
- *How to Migrate Records to an EDRMS: Guidelines*
- *How to Develop and Implement a Disaster Recovery Plan: Guidelines*
- *How to Identify a Vital Record: Guidelines*
- *Management of Websites as Official Records: Guidelines (development underway)*
- *Management of Databases as Official Records: Guideline*