

*Transformation of Records Management Environment  
in the Public Sector – Embracing an e-Environment Work Culture*

# ***Roles & Responsibilities of Records Managers***

**Judith Ellis – 19 June 2012**

# *Agenda*

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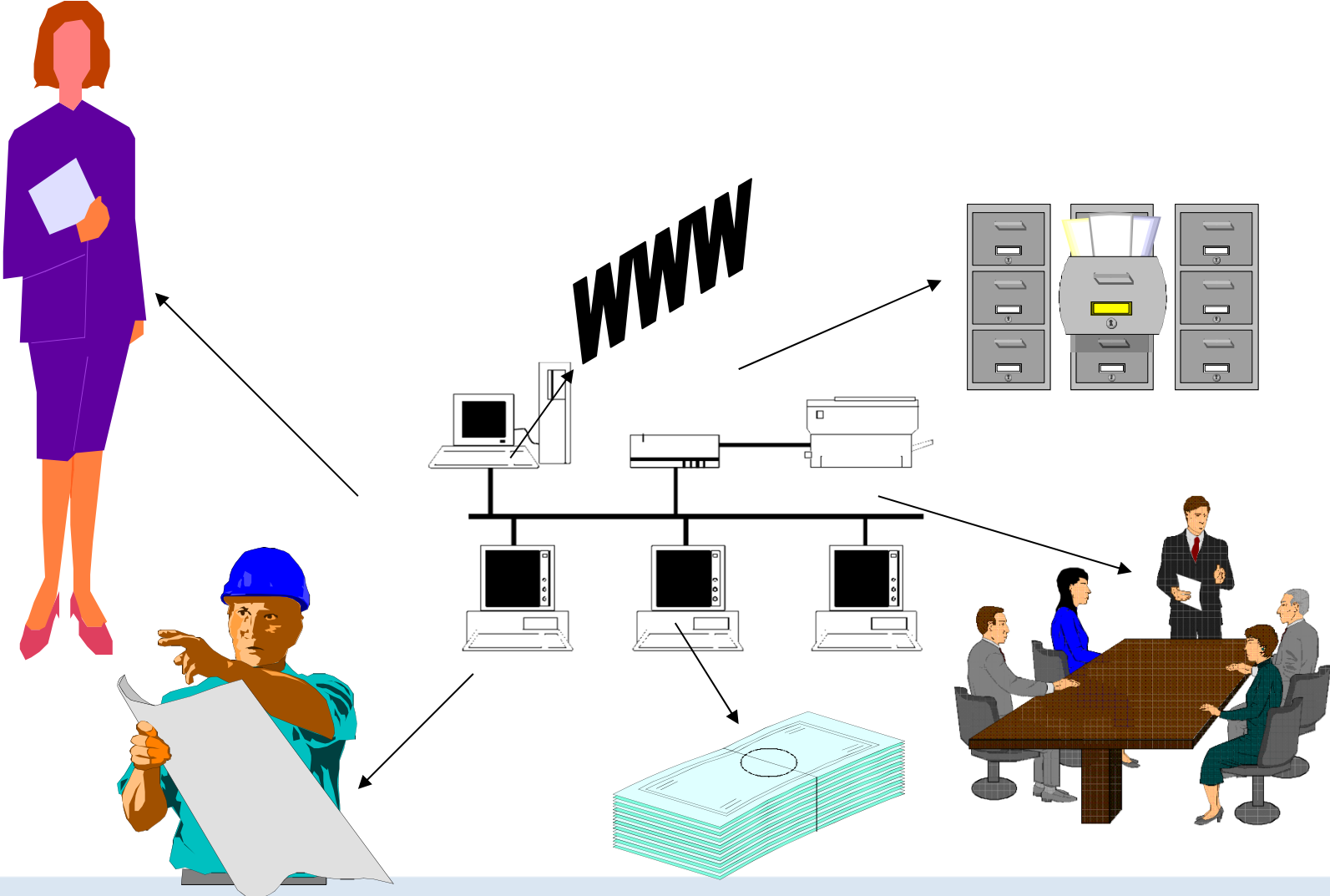
- Effect of the e-Environment
- Changing roles, examples
- Competencies & other skills
- Future needs
- Building capability

# *Effect of the e-Environment*

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- The way of working is different
- All staff create, save, retrieve records – they are managing records
- They need tools, technologies and processes to do this
- The volume of e-records/information is overwhelming
- Recordkeeping needs to be built into e-business processes

# We need to manage this



# Changing Roles - eRecordkeeping

Doing

Maintaining

Advising

Developing

## Old/existing role

- Running a central filing system
- Finding information
- Tracking
- Disposal
- Storage management
- Boxing & listing
- Data entry

## New role

- Consultancy (internal)
- Developing a framework
- Developing strategies
- Policy
- Compliance
- Specifying, selecting, designing a system
- Implementing a system
- Incorporating records into core processes

Integrating

# *Types of Roles*

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## Scope

Knowledge Manager

Records Manager

RM Coordinator

Records Management Officer

Archivist

Responsible for staff  
No subordinate staff  
Part of a team  
Working on their own  
Full time  
Part time  
Casual  
Other duties

# *Typical Role Description*

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- Position title & level
- Salary range
- Organisation background
- Place in the organisation structure & reporting line (upwards & downwards, nos of reporting employees)
- Key result areas - responsibilities
- Significant working relationships
- Budget (if applicable)
- Key selection criteria – skills, knowledge, attributes (essential & desirable)

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# *Examples of Role Descriptions*



## ***Manager – Knowledge & Administrative Services***

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- Salary RM278,000 (\$AU89,000)
- Implement & maintain organisation-wide information management policies and procedures that comply with Australian standards, PROV guidelines and FoI obligations, and ensure our EDMS (Documentum) aligns with these.
- Recommend policies and operational procedures to assist the organisation.
- Oversee the Administration Services department & provide a high level of customer focus and service excellence in the business support functions across the Authority.
- Manage and coordinate the provision of a wide range of office and administrative support functions, including office accommodation, office facilities, reception and records management.
- Coordinate projects that arise from organisational requirements.
- Assist with the development and implementation of Corporate Services policy

## *Records Management Coordinator*

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- Salary RM187,000 (\$AU60,000)
- Develop and oversee the Records Management calendar of activities
- Identify & implement Records Management process & improvement activities
- Analyse Records Management reports & take follow up actions
- Provide Records Management database training to staff
- Make recommendations on the adaption of records management systems to meet the changing needs of the organisation, and implement agreed actions
- Undertake activities to ensure user uptake of records management systems & processes
- Ensure Records Management policies and procedures are maintained & updated in accordance with relevant legislation
- Oversee the Records Management tasks performed by the Records Management Officer
- Oversee the management of internal filing systems
- Research, develop & implement Records Management systems
- Attend to the overflow of responding to day to day Records Management queries – telephone, face to face

## Corporate Archives Officer

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- Salary RM125,000 – RM141,000 (\$AU40,000 - \$45,000)
- Develop & maintain archival procedures for the council and the effective adherence to those procedures.
- Review the existing documentation of 8000 boxes held in storage, identify deficiencies & examine the physical archives to rectify the deficiencies.
- Classify & sentence the records in accordance with the current *Local Government Records General Disposal Schedule*.
- Manage the disposal of records.
- Update the Electronic Records Management database (TRIM).
- Review & improve the process of lodging and retrieving material from secondary storage.
- Update of archival record metadata in the TRIM database.
- Assist in the City of BB to achieve compliance with the Victorian Electronic Records Strategy (VERS).

# ***Manager Records & Archives & University Archivist***

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- Based in eSolutions Division
- Salary c. RM313,000 (\$AU99,000)
- 9 staff & 2 casuals
- Operating budget over RM4million (\$AU1.3m)
- Strategic & operational management of records and archives programs, systems & services for the University
- Lead development, promotion, implementation & review of recordkeeping policies, standards & technology across the University
- Lead development of the University Archives program
- Develop partnerships and strategic alliances - other information management elements in the University, e.g. Library, IT Services Division, and e-research units
- Manage human, financial and material resources effectively

# Recordkeeping Competencies

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- Control records
- Undertake disposal
- Retrieve information from records
- Maintain business records
- Review recordkeeping functions
- Review the status of a record
- Provide information from and about records
- Set up a business or records system for a small business
- Monitor & maintain records in an online environment
- Manage & monitor business or records systems
- Document or reconstruct a business or records system
- Develop & maintain terminology & classification schemes
- Define recordkeeping framework
- Prepare a functional analysis for an organisation
- Determine security & access rules & procedures
- Determine records requirements to document a function
- Design a records retention & disposal schedule
- Document & monitor the record creating context
- Plan management of records over time

Applies to an e-Environment

*(Australian competency standards)*

# *Other Capabilities*

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- Project management
- High level communication skills – written, verbal & interpersonal
- Customer focus
- Problem solving & analytical skills

# *Emerging/Future Market Needs*

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- Online, online, online – creation and management of records and knowledge; access to, or provision of information resources
- User self-service – need to equip them with the right tools, business rules/procedures, and skills
- Emphasis on service provision role rather than 'doing' role
- Compliance – understanding of requirements in different jurisdictions

# *Building Capability*

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- Formal education
- Training courses
- Industry associations (Malaysia & overseas, e.g. listservs)
- Mentoring, on-the-job training
- 'Crack team'



# References

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- ARMA International, *Records and Information Management Core Competencies*, 2007
- Innovation & Business Skills Australia, *Business Services Training Package (BSB07)*, 2011 (contains qualifications & recordkeeping competency standards)
- Australian Society of Archivists (ASA) and the Records Management Association of Australasia (RMAA), *Statement of Knowledge for Recordkeeping Professionals*, 2005
- Cheryl Pederson & Marilyn Bier, *Competencies of Records and Archival Profession*, ARMA International, Dec 2009 (on Records Management of Malaysia blog)

# Contact

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