"Bridging the Gap from Theory to Outcomes" *Volume 2, Issue 10, Sep-Oct 2008*

In This Issue

TIPS AND TRICKS

For more eureka moments at work, tweak the way you brainstorm. Instead of bandying about ideas as a big group, discuss them in smaller clusters of overlapping participants for the most creative solutions. More isn't always merrier.

—Indiana University at Bloomington

Got a tip? Share a tip!
Send it to info@rimsolutions.ca and we'll include it in our next newsletter.

Mary Colak, CMC

Recently, a good friend of mine and I turned to discussing something other than the global financial crisis that was set off by the greed of American corporations. After all, that topic seems to be getting a serious beating on all the local stations and then some. Yes, we decided to talk about something else. Something from a simpler time.

If you're old enough (but still young enough), you'll remember when we used to depend on land lines for our telephone calls (we never heard of cell phones), we were awestruck at clunky fax machines that could transmit images at a snail's pace, and who ever heard of ATMs? It's sometimes scary how fast technology is progressing.

The days of manual file lists and painstakingly applied typewritten file labels are a thing of the past. *(I think I just heard a collective sigh of relief.)* We are now grappling with images (and more) of our organization's memory bank, deliberating on how to best capture and 'file' the memory for future generations. ECM systems (Enterprise Content Management) (also referred to as EDRMS—electronic document records management systems) hold great promise for managing our records. However, the system can't do it all. Before we land an ECM in our organization, we need to prepare for its arrival. And we can't ignore the basics like RM3, our LAN, and support structures. Check out "...The Morning After" for some insight.

Your comments and feedback are always appreciated!

Mary Colak, cmc

What I Know for Sure ...in Information Management

Reprinted with permission from the author, Joan Moumbleaux, J.D./M.L.I.S.

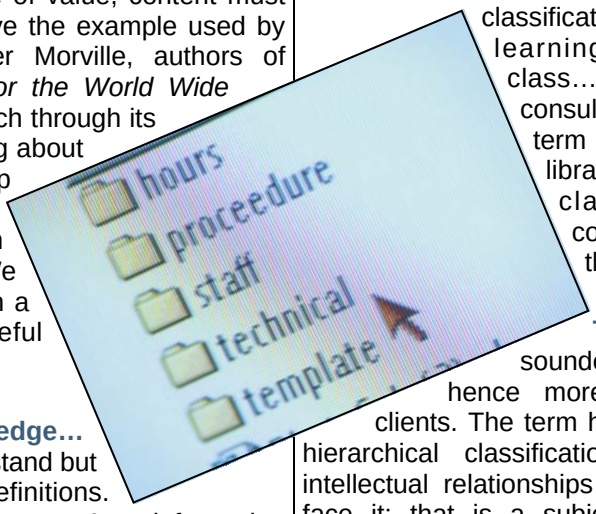
Reprinted from the September/October issue of *Infonomics* Magazine, published by AIIM. For more information, visit www.infonomicsmag.com.

For readers of O, the Oprah Magazine, you will recognize my article title as a riff on the title of her monthly editorials. Oprah's column ruminates on unchanging truths in a changing world. As I sat reading her recent editorial, I found myself pulling out a list of "lessons learned" that I have created during my 22 year career, and two things happened.

First I thought, like Oprah, I have seen these statements hold true in changing circumstances and passing years. Second, I decided to share them with colleagues.

Here are a few things that I know for sure in information management. Are these true for you? Do you disagree with a statement? Do you think of the same lesson in different terms?

With information, as with life, context is everything. In order to be of value, content must be viewed in context. I love the example used by Lou Rosenfeld and Peter Morville, authors of *Information Architecture for the World Wide Web*: they run the word pitch through its paces. Pitch: are we talking about singing, a thrown ball, sap from a tree, a roof's angle? Only context can tell us the meaning. We can't enter search terms in a vacuum and find useful results!



Data, information, knowledge… you say Tomahto. Understand but don't get stuck on definitions. Content is a chameleon. An information professional can never know, guess, or plan for all of the uses, combinations and value users will place on content. We cannot assume that some content will always be more valuable than other content. There is just no way to know all future needs and circumstances for content; within a given system, all content matters. Finding a useful result is an iterative process. The chicken or the egg? Who cares! Information seekers begin by either browsing content or typing in a search box and they almost always end up performing both activities before they find a useful result. Both search and browse features help users evaluate and discern content and, often, based upon search they will browse and vice versa. Content without a search engine, or a search box with no content in view, is only half of a content management solution.

People, Process, Technology. To produce a successful product, you must first understand user needs, understand how users manage and move information, then pick the most appropriate technology at your price point. We have all seen content tortured into a technology structure. Has it ever worked well? It is wise to remember that "Information" is the first word in IT. Content without technology maintains value; technology without content is useless.

Taxonomy is a sexy word for a subject classification catalog. Historically, the term taxonomy is linked with botanist Linnaeus who used the term to describe his hierarchical classification of things. Remember learning "kingdom, phylum, class…?" During the 1990s consultants began using the term "taxonomy" to describe library science concepts of classification schemes, controlled vocabulary and thesauri. Why?

The word had gravitas. It sounded more sciencey and hence more interesting, sexier, to clients. The term has come to mean a poly-hierarchical classification scheme representing intellectual relationships between concepts. Let's face it; that is a subject classification scheme created so that we can catalog information. But no one in IT wants to be called a great cataloger! Did I hear someone say "ontology?"

See What I Know For Sure on page 3

What I Know for Sure, continued from page 2

Field quality control is vital to usability. Define field terms, agree on them, write them down, create controlled vocabularies and thesauri, share them and refer to them often. I have seen many IT implementations hit cost over-runs because team members think they are referring to the same information in the same way then they discover otherwise, after many hours of data entry. Without clear field definitions and controlled vocabularies people enter content that they personally find appropriate and descriptive; those descriptions are rarely the same! An example here from Rosenfeld and Morville's book: let's look at a website selling wines. A data entry field requires "type." If not defined and managed through controlled vocabularies, a wine that the site owner wants to be defined by its varietal: cabernet sauvignon, merlot, pinot noir, burgundy, etc., may end up with the following content appearing in the type field: red, from California, 2001 Merryvale, moderate price, Napa, Starmont. None of these are incorrect descriptions but, also, none describe the "type" that the site owner had in mind. Confusion abounds. The site is unusable.

Without a champion the project is doomed. We have all heard this many times. In my experience it has proven true every single time. I have witnessed many not-so-great IT projects get implemented, while cost-effective, useful projects die on the vine because of senior level support, or lack of it.

Final Thoughts. One last note, if you are looking for solid guidance in the quicksand world of Information Management, I recommend—no surprise here—*Information Architecture for the World Wide Web* by Rosenfeld and Morville, now in its 3rd edition, and *Don't Make Me Think*, 2nd edition, by Steve Krug.

Here's to a successful and productive next 12 months!

Joan Moumbleaux is the Knowledge Manager for the National Oceanic and Atmospheric Administration (NOAA) National Marine Fisheries' Restoration Center. She can be reached at 301.713.0174 x207 or joan.moumbleaux@noaa.gov. *This article was previously published in "The Capitol Image," the newsletter of the AIIM National Capitol Chapter.*■

The Records Management Maturity Model (RM3)

In assisting clients with the development of their records and information management (RIM) programs, I make extensive use of the RM3 to analyze the organization's current state of records management maturity and to identify areas for improvement.

The model is based on the National Archives of Canada's Information Management Maturity Model of August 20, 2002. The tool was originally developed by KPMG Consulting.

The key evaluation elements of the RM3 are:

- **Organizational Context**—defines the criteria to assess an organization's capacity to support, sustain and strengthen RIM capabilities. This includes the organization's culture, change management capability, and impact of external environment on RIM.
- **Organizational Capabilities**—defines the criteria to assess an organization's capacity to develop the people, process and technology resources required for a sound RIM program. This includes evaluation of the organization's availability of internal specialists, RIM tools and RIM-enabling technologies, project management capabilities and relationship management in support of RIM.
- **Management of RIM**—defines the criteria to assess an organization's capacity to effectively manage activities in support of RIM as it relates to the effective delivery of programs and services. This includes an evaluation of leadership/executive awareness, quality of strategic plans, principles, policies and standards, roles and responsibilities, program integration, mechanisms for risk management, and performance management framework for RIM.

User awareness, user training and support, and user satisfaction are very important in a RIM program.

See RM3 on page 4

RM3, continued from page 3

- **Compliance and Quality**—defines the criteria to assess the organization's capacity to ensure its records holdings are not compromised. This includes the extent to which the organization's processes ensure records are authentic, reliable, usable and have integrity (records quality), information security, privacy, business continuity and compliance.
- **Records Life Cycle**—defines the criteria to assess the organization's capacity to support each phase of the records life cycle. This includes incorporating records lifecycle requirements in policies, programs, services and systems; records collection, sharing and re-use; organization of records for optimized retrieval; maintenance and preservation of records for long-term usability; and records disposition plans.
- **User Perspective**—defines the criteria to assess the organization's capacity to meet the information needs of all users. This includes user awareness, user training and support, and user satisfaction.

If you would like more information about the RM3 and how it can be applied to your organization's records management program, please contact Mary Colak—mary@rimsolutions.ca. ■

Organizing Files on the Desktop / LAN

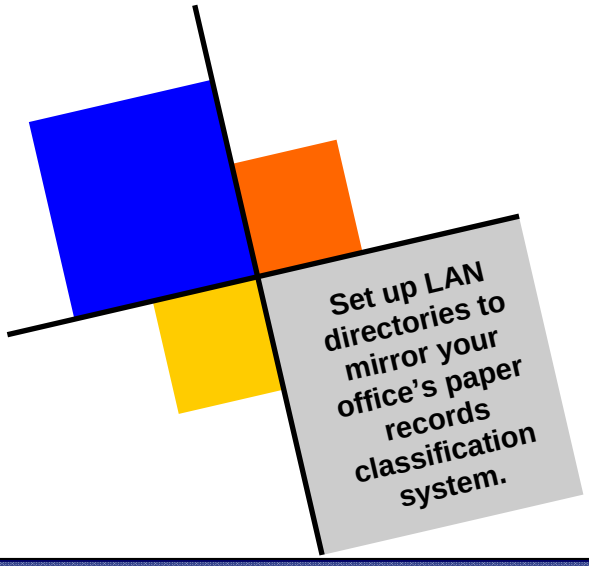
In the absence of ECM, there is a real need to organize LANs so that they reflect your organization's records classification system. Two studies conducted in 1995 (yes, that is a long time ago!) on the ways in which users organize and find files on their computers drew some interesting conclusions that are still very relevant today.

The first study (Barreau 1995) investigated information organization practices among users of DOS, Windows and OS/2. The second study (Nardi, Anderson and Erickson 1995), examined the finding and filing practices of Macintosh users. There were more similarities in the two studies than differences.

Users in both studies:

1. Preferred location-based finding because of its crucial reminding function,
2. Avoided elaborate filing schemes,
3. Archived relatively little information, and,
4. Worked with three types of information:
   - Ephemeral,
   - Working, and,
   - Archived.

A main difference between the study populations was that the Macintosh users used subdirectories to organize information and the DOS users did not. ■



The Future is Coming. Will We Like It?

Author: Bob Larrivee.

Reprinted from the September/October issue of *Infonomics* Magazine, published by AIIM. For more information, visit www.infonomicsmag.com.

Remember "The Jetsons?" Hanna-Barbera's 1960s animated sitcom set in a future where every family had its own flying saucer along with quirky domestic robots and all manner of exotic contraptions? George Jetson had the job many envisioned as ideal, along with hopes that this future, as portrayed, would soon be upon us.

Working as a sales representative more than a decade later, I had no idea that my life would in some ways come to mimic theirs. There were as yet no cell phones, no Internet, no personal computers. Every day I traveled throughout the northeast, visiting clients in person, phoning in orders via the nearest payphone and scribbling down phone messages taken by the office secretary. At night, I would call my family at home using the in-room telephone and hotel landline.

Flash forward to present: My family now lives in Florida. My wife and I both travel for work, using cell phones to talk, text, track stocks, access email, monitor flights, watch movies, and listen to our favorite music. George Jetson had a video phone, and now, so do we. Using PC Cameras and tools like Skype, OoVoo, and others, my wife and I can see and talk with each other on a regular basis, from anywhere in the world. We also keep up with friends across the globe in this manner.

But what does the future hold?

Fast forward to 2018: Using Enterprise X.O, many more will telecommute. No worries that employees are goofing off; technology tells all. As for the comforts of home, all of our appliances are monitored and maintained through Web interfaces. RFID labeling on products ensure a well stocked fridge and pantry at all times. 2028: No more keyboards and monitors; we now use voice recognition and digital eyewear to interact with the Web along with condensed microphones and audio built right into the body for sound transmittal and retrieval.

We can work anytime, anywhere, without cumbersome hardware. Most knowledge and service businesses have transitioned into virtual workplaces, eliminating the need for physical space. Cyber rooms with streaming video and interactive annotation do nicely for meetings.

For AIIM classroom instructors like me, training is now virtual and can be conducted as it is sold and seats are filled, giving me and my co-trainers the flexibility to set and accept schedules on demand. Human transportation is accomplished via modular transport pods with magnetic levitation that function as high-tech—and high speed—trains.

This begs a bigger much more vital question: Whatever the changes, will they make our lives better—or worse?

2048: We have reached the age of cybernetic connectivity. Imbedded technology links man to computer in ways never imagined. Corneal implants enhance vision and provide Web access through neuralconnectivity and radio kinesis. Central storage on a local basis is done organically using biological storage centers, the brain, and a new corporate storage facility utilizing a synthetic memory core designed to capture, share, and deliver knowledge rather than simple information by providing not only the content but context.

Communications with the Web, with colleagues, and with one another has reached a stage of mental incandescence bordering on osmosis. It is often said today that "you can't email a handshake," but by 2048 you'll have the next best thing: tactile sensory feedback technology. Meeting attendees will be able to see and "touch" one another across the universe—but you may still experience a time lag, depending on distance.

See Future on page 6

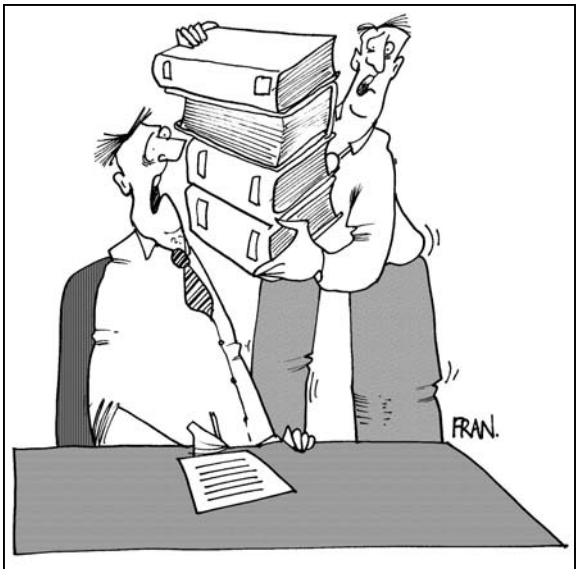
Future, continued from page 5

Is all this far-fetched? Maybe. Maybe not. Think about not only the advancements of just the past three decades but also the acceleration in the rate of change. This begs a bigger, much more vital question: Whatever the changes, will they make our lives better—or worse? I have been married for 32 years to the same wonderful person and I thank today's technology for helping us stay in touch. But would we rather see each other in person, every day? You bet. And do I look forward to a day when the Web sees all? Of course not.

But if you open your mind and sharpen your focus, the universe is at your disposal. The challenge then becomes one of you controlling the direction, development and impact of technology and not letting it control you. It will be an incredible journey. Want to join me in this pursuit? One way is by working with organizations like AIIM that provide insight into emerging technologies and standards, as well as social networking (www.informationzen. org).

If you're reading this article, it's because, to some extent, you're already interested in what you can do about tomorrow—today. The time to take action for the future is now, before tomorrow becomes yesterday.

Bob Larrivee is director of education at AIIM International, the world leader in providing education and training in ECM, ERM, BPM, IOA, EMM, E2.0 and PDF/A.■



THEY'RE THE DRAFT GUIDELINES ON HOW TO RUN A 'PAPERLESS' OFFICE

Practical & Legal Recordkeeping Strategies

In an article of the same name printed in HRVoice.org, on July 7, 2005, the author, Yosie Saint-Cyr says that time requirements for retaining books and records vary by jurisdiction and across legislation. Compliance issues also exist with regards to the method of retention and location of books and records such as hard copy and/or electronic accounting information.

There are also several statutes that require employers to basically keep the same employee information with different retention timelines. In addition, employers need basic information about their employees to ensure that work is being done efficiently and safely. Accordingly, employers must keep written records of performance appraisal and other HR decisions.

From document creation to storage and destruction, there are legal requirements and strategic reasons to be concerned about records and information. Proactive information management (Record Keeping and Retention Systems) should be a priority for all companies.

The article provides clarification on tricky record-keeping topics related to the employment relationship, including a quick reference chart for HR managers and employers.

To read the full article and get more information on the legal recordkeeping requirements for the below listed records, go to the BC Human Resources Association website to view the HR Voice article.

- Taxation and Payroll Records
- Employment and Labour Standards Records
- Labour Relations Records
- Health and Safety Records
- WHMIS Records
- Workplace Safety and Insurance Board (WSIB)
- Employment Equity Records
- Pay Equity Records
- Human Rights Records
- Pension Records. ■

How to Get CEO Buy-in on Security

Reprinted from ARMA International website, posted on September 26, 2008. For more information about this article or to view other articles, click here.

The cost of lost data due to human error is almost 30% according to Pepperdine University, (where 40% is attributed to hardware failure, and software corruption/ viruses amounts to only 19%). So how do you get your CEO to understand that security and the 'soft' element of awareness raising is crucial for business, and to open the corporate coffers for investments?

The EU agency ENISA (The European Network and Information Security Agency) offers several ideas in its report: *"Obtaining Support and Funding from Senior Management."* The paper contains specific recommendations on how to overcome obstacles and tips for getting buy-in during a senior management meeting. It also includes several case studies that illustrate how to identify key problems, issues, and solutions for awareness-raising initiatives.

The ENISA report points out obstacles and challenges to obtaining support and funding from senior management and provides practical advice on how to overcome these issues during the planning and implementation phases of an information security program.

Five steps crucial to obtaining corporate security investments are:

1. Defining the investment rationale and the right stakeholders.
2. Building a persuasive business case to make senior management better understand the value of the investment to obtain funding and commitment.
3. Estimating program costs. This allows organizations to identify the most common expenses which may incur and make rough estimates.
4. Linking business benefits to an information security initiative, defining and calculating performance metrics.
5. Detailing a typical path to face a corporate executive in a senior management briefing. Effective communication is critical: the right information should be delivered at the right time, in the right manner, preferably six-to-twelve months ahead of the project.

"Making CEOs understand that security is crucial for business and a corporate matter, not merely an information and communications technology issue, is key …"

"Making CEOs understand that security is crucial for business and a corporate matter, not merely an ICT [information and communications technology] issue, is key, but not a trivial exercise," stressed ENISA Executive Director Andrea Pirotti. "This is a guide for European business on how to anchor the return of investments in security and make it to a business case."

Implementing Records Management: The Morning After

Reprinted from CMS Watch (www.cmswatch.com), September 18, 2008. Author: Gadnesh Vednere.

So you've chosen the right records management (RM) package, got the smartest developers in your firm to design and develop the solution, and today you successfully went into production with the application. Lo and behold, it works! High five's all around! You start procuring copious amounts of champagne for the celebratory party.

Problem is, you'll wake up tomorrow with a headache that's not just from the bubbly. Some users will chafe at having to change cherished ways of working. You'll have to deal with an inevitable surge of support and enhancement requests. Your IT department may begin a series of risky configuration changes. And then you'll discover rafts of new and different content types to deal with.

So, your party was premature. It is only *after* the RM application is implemented and users start to employ the system that you will be able to assess the effectiveness of the policies, procedures, and technologies that you've put in place. Adoption and compliance must be won, over time. Let's look at how to do just that.

Plan, Adapt, Steer

Any records management system can cause turbulence within the business, as users typically get asked to alter long-standing processes. Rather than automating an existing task, your colleagues may now have to perform extra steps to ensure that records are properly categorized, attached with appropriate metadata, and stored in the right folders in the new records management repository ("what, no share drive?").

Some users may be reluctant to follow the process consistently and some may not follow the process at all. Participants may raise concerns with management about the additional burdens imposed by the new RM regime.

So how to deal with this issue? The records manager will have to make sure that an adequate level of communication has been established both within the user community and also at the management level. The business case—you have a business case, right?—needs to stay front and center here. At the same time, records managers need to be prepared to make adjustments to the program and the technology, based on the feedback from the user community.

For example, business users may want changes to the lay out of the folders or folder hierarchy or even record attributes after the system goes live. This is normal: users will come to see that the planned folder structure does not really work in practice and needs to become more "user friendly."

From a technology perspective these may require relatively minor changes, but they do go a long way in getting "street credit" with business users. Records managers, however, need to be prepared to push back on requests that seem like scope creep, especially if it does not add tangible business value. This means prioritizing change requests based on their usefulness to the business and to the larger community of participants.

Consider a steering committee comprised of users, executives, and IT that supports the implementation process and approves enhancements against business objectives.

See Morning After on page 9

Morning After, continued from page 8

Prepare for an intense support cycle

This is one area where records managers need to pay special attention. Initial technology funding frequently just covers application development, so it comes as a surprise to budget committees and senior management when they receive the estimate required to *support* the application in production.

Perhaps senior management assumed that once the application got built, the enterprise as "done" with records management and could move on. It will fall to you to disabuse management of this fantasy.

Records managers really need to evaluate the support requirements for the records management application and ensure that adequate resources get applied from the start. Nothing is a bigger turn-off for users like lack of adequate support. The key here is to recognize that support is not just having a help desk for the records *application* (though that's essential), but having support around the record processes, procedures, storage, retention, and disposition of documents. All of these have to come together through a single support window.

Depending upon the type of the enterprise, record managers sometimes get caught off-guard with the volume of support calls and e-mails coming in, especially during the initial days, if not months. To resolve these issues adequately, you will need sufficient skilled resources.

At the same time, records managers need to control the scope of the program here. Recognize the difference between support requests (something not working or not understood) and enhancements. The latter you'll want to run through the steering committee you created above.

The key here is to recognize that support is not just having a help desk (though that's essential), but having support around the record processes, procedures, storage, retention, and disposition of documents.

Tread Softly on Patches, Hot Fixes and Upgrades

Many records managers also get caught off-guard by the volume of patches, hot-fixes, and version upgrades (either on the part of the records management vendor or other dependent components and applications) that plague even the most well thought-out systems.

Many records managers would like to think that hot fixes and patches have absolutely nothing to do with them ("It's IT's responsibility!"). And yet system upgrades can wreak havoc with your core records management application.

I recently came across an example where IT decided to upgrade a major business application, but no one bothered to check the integration with the records management service, with the result that records could no longer be migrated from the application into the records repository. Clearly this could have been avoided had all applications that produce records performed a documented validation test to ensure that product upgrades do no interfere with the records management system.

There is also the issue of upgrading the records management application itself. If the records management application is heavily customized, then vendor upgrades may potentially break part of the code. These need to be validated in a sandbox environment prior to patching into production. Of course, by keeping the design of the records management application simple and focusing resources on adoption, perhaps some of these issues can be contained.

See Morning After on page 10

Morning After, continued from page 9

Establish compliance plans

One of the most important facets of records management implementations is to develop a post-implementation compliance plan for the business users.

By compliance, I mean adherence to the policies and procedures as encapsulated in the system. The objective of the compliance plan is to establish baseline dates by which the businesses have to start using the records management system in entirety (i.e., when will all of the records, both legacy and go-forward, start to be in the records management system). The plan will detail all of the activities, milestones, roles and responsibilities to enable the business unit to fully convert over to using the records management processes and systems.

As with all software implementations you won't want to undertake a "big bang" approach, but rather take slow and iterative steps. Hence it becomes crucial for the records management team to establish a compliance plan that details how, what, and when businesses will start to comply with the records management policy and procedures.

The compliance plan will lay out in detail each of the steps that have to be completed in order to fulfill the records management requirements. The plan also allows the records manager to track and monitor how well a business unit is doing against the established goals and report back to the management on progress and any deficiencies that need to be corrected. This has an added effect of getting the business unit management to have their users conform as well.

The purpose here is not to spring "gotchas" on the business, but rather to figure out where and why things may be going wrong or going well.

Plan for new record formats

With the advent of "Web 2.0," all sorts of new document types have popped up. The record management community is abuzz with talk of mashups, wikis, blogs, and tweets, to name a few. Records managers are asking which of these content types constitutes a record. Needless to say it will not be long before you start seeing some of these as being responsive during litigation discovery—at a time when most enterprises still struggle with managing e-mail records.

The key point here is that any records management system—no matter how sophisticated and cutting edge—will eventually need to stretch to accommodate additional record types and formats. Part of supporting a records management system is to understand that newer technologies and additional content types will always lie around the corner, and hence records managers need to periodically assess the state of their records management systems.

This evaluation will include available features and limits of the existing records management systems to support different types of records. Conducting this evaluation and analysis will assist in determining the gaps and provide valuable data in planning augmentations.

Conclusion

Good planning and management can make an incredibly complex RM implementation much more straightforward. Of course you'll want to focus on compliance with records management policies and processes, but this will require appropriate support structures in place to enable usability, continuity, and adaptation. ■

Events that Matter ...

October 20-23, 2008

ARMA International Conference & Expo

Las Vegas Convention Center, Las Vegas, Nevada

Contact: http://www.arma.org/conference/2008/index.cfm

October 21, 2008

CMC-BC luncheon event: Can we Manage for Innovation? (Speaker: Detlef Beck)

Union Club, Victoria, BC

Contact: Wayne Pagens, wayne.pagens@telus.com

October 25-28, 2008

Confab Conference—For consultants and those who want to be.

Silver Legacy Resort and Casino, Reno, Nevada

Contact: Norman Eckstein, chair@confabusa.org, 312-649-6770

October 27, 2008

CMC-BC luncheon event: Contracts & Intellectual Property for Consultants

Kelowna, BC

Contact: Deb Bourne, deb@bournemanagement.com

November 6 & 7, 2008

AIIM Western Conference—E-Merging Trends & Complexities

Quality Inn, Calgary, Alberta

Contact: Kit Bright, brightwk@shaw.ca, 403-815-0866

November 24 & 25, 2008

Privacy & Identity Theft Conference

Fairmont Hotel, Vancouver, BC

Contact:

Jim Dorey, jim@idconference2008.com, 604-839-4367

Also, check out the calendar of events at **24 Carrot Learning**: Find out where to learn and share ideas: http://www.24carrotlearning.com/calendar.cfm

RECORDS AND INFORMATION MANAGEMENT RESOURCES

AIIM-The Enterprise Content Management Association—AIIM is the international authority on Enterprise Content Management (ECM) - the tools and technologies used to capture, manage, store, preserve, and deliver content and documents related to organizational processes. ECM enables four key business drivers: Continuity, Collaboration, Compliance, and Costs. www.aiim.org.

ARMA International—is a not-for-profit professional association and the authority on managing records and information – paper and electronic. www.arma.org.

Bitpipe.com—is the definitive guide to online resources for IT professionals. Provides information through technology white papers, webcasts, case studies and IT product information. www.bitpipe.com

British Columbia Corporate Information Management Branch—CIMB provides central information management services and support to ministries, Crown corporations and agencies within the Government of British Columbia. CIMB is responsible for government recorded information management policy, standards and procedures. www.mser.gov.bc.ca/CIMB/

Civic Info BC—Civic Info BC is a cooperative information service for those who work or have an interest in BC's local government sector. www.civicinfo.bc.ca

Gartner—global leader in technology-related research and advice. www.gartner.com

Forrester Research—Forrester Research, Inc. is an independent technology and market research company providing advice to global leaders in business and technology. www.forrester.com

IDC—International Data Corporation—get the latest trends, surveys and forecasts. www.idc.com

ISO—International Organization for Standardization—check out the latest information on ISO 15489, the world's first standard for records management. www.iso.org.

Library and Archives Canada—Library and Archives Canada collects and preserves Canada's documentary heritage, and makes it accessible to all Canadians. This heritage includes publications, archival records, sound and audio-visual materials, photographs, artworks, and electronic documents such as websites. As part of Library and Archives Canada's mandate, they work closely with other archives and libraries to acquire and share these materials as widely as possible. www.collectionscanada.ca

Local Government Management Association of BC (LGMA) —LGMA is a professional organization representing municipal and regional district managers, administrators, clerks, treasurers and other local government officials in BC. www.lgma.ca

National Archives and Records Administration (USA) (NARA)—Of all documents and materials created in the course of business conducted by the United States Federal government, only 1%-3% are so important for legal or historical reasons. These documents are kept by NARA forever. Learn about NARA's record keeping standards. www.archives.gov.

SearchCIO.com—is part of the TechTarget network of industry-specific IT Web Sites. Get the latest news on everything that matters to CIO's! http://searchcio.techtarget.com.

UPCOMING TRAINING OPPORTUNITIES

All workshops are held in Victoria, BC

Introduction to Records & Information Management
A one-day workshop covering the basics of RIM.
April 8, 2009

Using ARCS, ORCS and LGMA
A one-day workshop teaching the basic skills needed to master ARCS, ORCS, or LGMA.
April 15, 2009

Effective E-Mail Management
A one-day workshop for Executives and others who want to get a handle on their e-mail. Demos & practical hands-on experience provided.
April 22, 2009

Converting Your File System
A one-day workshop demonstrating how to convert your office's old files to a new records classification system.
May 7, 2009

Preparing Records for Offsite Storage
A one-day workshop providing practical hands-on experience on how to prepare records for offsite storage.
May 14, 2009

Designing Records Classification Systems
A two-day workshop providing practical hands-on experience in developing file taxonomies.
May 25-26, 2008

Planning & Implementing Your RIM Program
A two-day workshop providing the tools and skills needed for developing a RIM program.
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