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**President's Message**

Hi Everyone,

Happy New Year!

This is my first column as President of Terra Nova Chapter. It's a lot harder to write a column than it is to send reminders to get it done!

Terra Nova Chapter is in for an exciting year in 2003. Carman Carroll and the Program Committee have a list of Lunch & Learn sessions and seminars, etc. planned all the way to June.

Paul Rogers is chairing the Biannual Seminar and Trade Show Committee, with plans to hold this event in September. I'm sure he'd welcome all volunteers!

George Salmaniw and the Public Relations Committee are planning to revamp our newsletter and website. Do I see another award in our future?

Let's all help Kim Hammond, the chair of our membership committee, recruiting new members for our chapter.

Lori Hogan is our new student representative from CONA - everyone make her feel welcome.

Jim Downey is the chair and sole member of our Finance Committee. Would someone like to keep Jim company at the Finance Committee meetings?

As always, your executive would be glad to hear from the membership. Let us know the direction you'd like our chapter to take, make suggestions for seminars, volunteer to be a guest speaker, write a book review.

Become an active TNC member - you'll enjoy it.

Talk to you later,

*Sue*



## Editor's Note

Welcome to the new Sealines Publication – your newsletter on the current events within our Records Information Management community whether locally, nationally and internationally.

The new look newsletter has been redesigned to provide you with insight into what is of most of interest to you in today's fast paced environments that is Records Management, Archives, Information Management and Information Technology.

It is an exciting time to be in the Records and Information Management profession! With enabling information technology, traditional Records and Information Management has spawned a verbiage of new terms and associated fields including Content Management, Knowledge Management, Wisdom Management and Corporate Memory Management, just to name a few. And the best part of this is, you as an incumbent RIM professional, sit at the apex of these exciting times. You get to choose what field and in what capacity you wish to engage yourself. Whether that is in policy development, regulatory implementation, system design and development, or just plain operations, the choice is yours. So stay tuned to this publication and our website at <http://www.armaterranova.org/> as we engage the new realities of RIM here in Newfoundland and Labrador, in the Atlantic Provinces and around the world!

## Calendar of Events

### March 4-6 / Ottawa, ON, Canada

IQPC's Information Management for The Public Sector 2003 highlights new case studies that have developed into practical solutions that can work for you. This conference will address the ever growing concerns of packaging and delivering content and information to Canadians and how to effectively track, disseminate and preserve information within your division. For information call (800) 882-8684 or visit

[www.iqpc-canada.com/NA-1755-03/AR55W](http://www.iqpc-canada.com/NA-1755-03/AR55W)

### April 2003

Record Management Month ... stay tuned for details.

### April 2003 / St. John's, NL

The ARMA Terra Nova Seminar - Disaster Planning/Business Continuity ... stay tuned for details.

[www.armaterranova.org](http://www.armaterranova.org)

### May 2003 / St. John's, NL

The ARMA Terra Nova Seminar - Health Records/RIM ... stay tuned for details.

[www.armaterranova.org](http://www.armaterranova.org)

### September 2003 / St. John's, NL

The ARMA Terra Nova biennial Seminar and Trade Show [www.armaterranova.org](http://www.armaterranova.org) ... stay tuned for details.

### June 2003 / St. John's, NL

The ARMA Terra Nova Annual General Meeting ... stay tuned for details.

[www.armaterranova.org](http://www.armaterranova.org)

### October 19-22, 2003 / Boston, MA

The ARMA International 48th Annual Conference and Expo. Contact: ARMA International, 13725 W. 109th St., Suite 101, Lenexa, KS 66215, (913) 341-3808, (800) 422-2762,

[www.arma.org](http://www.arma.org)

## In the news

A new magazine is being launched for Records Managers and technical IT implementation specialists responsible for the delivery of technology solutions in the RM field. The mission of the magazine is to inform Records Management Professionals about the most innovative and cost effective Records Management Technology Solutions available, educate and inform Records managers, CIO's, and professional IT implementation specialists about how to fully leverage their IT investments, and to give our Vendors a viable outlet to reach Consumers with Technology Solutions. Subscription is free! Why not check it out?

[http://www.rmtechnology.com/index\\_2.htm](http://www.rmtechnology.com/index_2.htm)

A new book "Managing Records: a handbook of principles and practice" has just been published, giving full and equal coverage to the management of both paper and electronic records, to meet the needs of records managers working in the hybrid environment that is characteristic of most modern organizations. The book does not assume that readers will have any prior knowledge of the subject, but it is intended to be of value to experienced practitioners as well as newcomers to the field. Among other features that will be of interest to established professionals, the book takes account of the latest work on electronic records management and proposes new models for organizational analysis and records classification. "Managing Records" is published by Facet Publishing - ISBN 1-85604-370-3 <http://www.facetpublishing.co.uk>.

An interesting article from the Globe and Mail on **How firms can cope with grip of data fear:** It has become an article of faith that competitiveness and corporate profits are in direct proportion to the volume of information managers have to work with.

That was easy to accept a few years ago, when the data stream was barely a trickle and managers felt that any scrap of information available would give them a leg up on the competition.

Today, the data stream is no longer gentle; we measure it in terabytes and petabytes, nice words that we use until we come up with a clever mathematical formula (like Moore's Law) to describe the geometric increase of data accumulation.

This has led to a crisis in business circles, in which managers are supposed to understand, digest and process all this data into a workable strategy...

<http://www.globeandmail.com/servlet/ArticleNews/front/RTGAM/20021121/qteinov21/Front/homeBN/breakingnews>

An article from CRN on Digital Memory Threatened As File Formats Evolve: ... This era could become a 'digital dark age' – a part of its collective memories forever lost ... <http://www.crn.com/sections/BreakingNews/dailyarchives.asp?ArticleID=39472>

## Hot Links!

Who says bigger isn't better! The US Department of Defense literally controls (or at least strongly influences) the development initiatives of all software vendors in the ERM play. The DOD 5015.2 defines the basic requirements based on operational, legislative and legal needs that must be met by records management application (RMA) products acquired by the Department of Defense (DoD) and its Components.

<http://jtc.fhu.disa.mil/recmgt/standards.htm>

Anyone trying to draft an electronic mail policy, take notice. There are many sites that publish theirs on the Internet. Here is but one: the Alberta Provincial Government

<http://www.im.gov.ab.ca/public/emailguide.pdf>

For those who don't believe in the long-term preservation of digital materials, the CAMILEON Project is a joint undertaking between the Universities of Michigan (USA) and Leeds (UK) for developing and evaluating a range of technical strategies for the long term preservation of digital materials...

<http://www.si.umich.edu/CAMILEON/about/aboutcam.html>

Dare we raise the issue of "what is a record? Well it's becoming a major issue in the electronic world. eDOC Magazine is an unrivalled and unbiased industry source for information on enterprise content management (ECM) topics that help management professionals worldwide make informed and effective technology decisions...

[http://www.edocmagazine.com/vault\\_articles.asp?ID=25000&vault=featu&header=e\\_features\\_header.gif](http://www.edocmagazine.com/vault_articles.asp?ID=25000&vault=featu&header=e_features_header.gif)

One authority that has been at electronic records from an early stage is the state of Victoria in Australia. The Public Records Office Victoria has been intimately involved in electronic records management issues from the outset and has published the Victorian Electronic Records Strategy or VERS. It is a framework of standards, guidance and implementation projects which is centred around the goal of reliably and authentically archiving electronic records created or managed by the Victorian government...

<http://www.prov.vic.gov.au/vers/welcome.htm>

Do you have a document imaging project on the horizon. Looking at all potential vendors who may be able to deliver? Transform magazine looks at many of the issues companies are dealing with today, including Business Process Management, Collaboration, Content Management, Forms and e-forms to name a few. A feature from their November issue discusses transforming your paper documents into sharable electronic records, automated data or both.

[http://www.transformmag.com/db\\_area/archs/2002/11/tfm0211f2.shtml](http://www.transformmag.com/db_area/archs/2002/11/tfm0211f2.shtml)

You want a free disk sanitizer to ensure all confidential files are unreadable on hard drives you are discarding? Go to <http://staff.washington.edu/dlarios/autoclave>

# Chapter Board Update

## Program Committee Update

*from the Chair, Carmon Carroll*

The Program Committee has organized a number of events in this 2002-2003 year. Our Program Committee began with a full day presentation on 21 October 2002 entitled, "Converging Document Technology". The presenters were Michael Cliff and Pat Richardson of Tower Software. Michael addressed issues relating to strategic drivers, benefits and return on investment factors relating to electronic records management. He also spoke about the information continuum RIM theory. Pat spoke about old as well as new challenges facing RIM professionals in the aftermath of September 11.

Our second presentation, on 21 November 2002, was given by Colin Boyd, a Policy Analyst with Treasury Board Secretariat, Government of Canada in Ottawa. Colin spoke about the revised Management of Government Information strategy. This strategy has been initiated to address the growing challenges facing federal government departments in an increasingly electronic environment, the impact of managing records in this environment, and the need for cross jurisdictional initiatives in this new landscape.

In December ARMA Terra Nova held its annual Christmas get-together at Pasta Plus Restaurant with a good turnout from our membership.

Joanne O'Leary, Coordinator of Continuing Education at the College of the North Atlantic, joined us for our Lunch and Learn program on 23 January 2003 to explain the College's Records and Information Management program, which is part of the Office Administration Certificate Program. Paul Kenney, the RIM instructor for the part-time evening part of the CONA program, was also in attendance. Joanne spoke about the number of students and their success in getting work after completion.

Future events include a session on preparing and delivering presentations, to be led by Brenda Collins. This session will take place in March 2003. Plans are also underway for sessions in April to celebrate Strategic Information Management Month and in May, prior to our annual meeting in June.

The Program Committee has also been given responsibility for planning the content component of the Chapter's two day Seminar and Trade Show in September 2003. Stay tuned for further information about these sessions.

If you have any questions about our activities, or if you have program ideas, please do not hesitate to contact me at [carman.carroll@nf.sympatico.ca](mailto:carman.carroll@nf.sympatico.ca)

## PR Committee Update

*from the Chair, George Salmaniw*

This is an exciting time at ARMA Terra Nova. The convergence of Information Management, Information Technology and Records Management has created many new and sometimes mind-boggling issues and opportunities that, as Records Managers or those of us who know the basic issues of RM, have a step on the rest of the community. It's not strictly a process issue - RIM combines the legislation, regulations and policies an organization applies in managing its corporate memory - an indispensable resource in this era of hyper-competition. IT processes and technologies are being designed to address these and the operational issues of security, integrity and accuracy.

In addition to redesigning Sealines, we are also looking at updating our WEB site to better meet the needs of our members. This includes site content to ensure it stays informative and current to today's issues; and provides insight and guidance in the issues you may be dealing with today and tomorrow. If you wish to contribute to this effort, or have any comments or suggestions on how this publication and our WEB site can be improved email me at [george.salmaniw@roadrunner.nf.net](mailto:george.salmaniw@roadrunner.nf.net).

Happy surfing everyone!

## Membership Update

*from the Chair, Kim Hammond*

Kim is now back on a part time basis!

## Finance Committee Update

*from the Chair, Jim Downey*

The bank account balance for ARMA -Terra Nova was \$7480.44 as of December 31, 2002. A detailed statement will be prepared for the next newsletter.

## ARMA International News

Terrence J. Coan, chair of ARMA International Election Management Committee, announces the following results of the 2003 general election:

### President-Elect (2003-04):

David P. McDermott, with 51% of the votes

### Association Director (2003-06):

John T. Phillips, CRM, FAI, with 57% of the votes

### Association Director - Canada Region (2003-06):

Richard Weinholt, with 41% of the votes

### Association Director - International Region (2003-06):

Sonia A. Black (by acclamation)

"Given that the election results were close, it's clear that every member's vote does count," says Coan. According to the auditors, Mayer Hoffman McCann, 1,636 members voted in this year's election, or 17 percent of the eligible voters. This is down from 18 percent, or 1,914 voting members, in 2002. Ninety-six percent of the votes were cast using ARMA's electronic voting system, which debuted last summer. Electronic ballots were e-mailed to all eligible voters except those who opted out or did not have a current e-mail on record with ARMA. 1,021 members received mail ballots this year; less than 100 paper ballots were returned. "Electronic voting has made it easier for members to vote and has the added benefit of saving the association thousands of dollars in postage and printing," notes Coan. "We hope to see even more members vote electronically in the next election." Congratulations to ARMA's new board members. They will assume their positions July 1. Complete voting details are available at [www.arma.org/publications/infopro/online.cfm#election](http://www.arma.org/publications/infopro/online.cfm#election)

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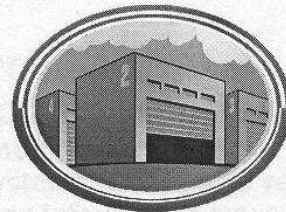
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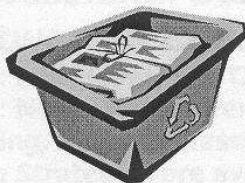
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**IF YOU DON'T WANT IT READ...HAVE IT SHRED!!**

## ARMA International News

The 2002-03 Awards Committee announces ARMA International's new Special Projects Award. This award, which applies to chapters and individual members, will recognize innovative special projects that promote records and information management. This award was modeled after Section II – Projects, of the Chapter of the Year Submission (COTY) as outlined in AL710. The new Administrative Letter (AL) 750 provides the details of the award and how to submit. Refer to the Awards section of the ARMA International Web site ([www.arma.org/membership/01\\_awards.cfm](http://www.arma.org/membership/01_awards.cfm)) or the Chapter Connection in the ARMA International Intranet ([www.arma.org/intranet](http://www.arma.org/intranet)) site. Submissions for this award will be considered by the Awards Committee and presented for the first time during the Awards Event in Boston in October 2003. For further details concerning the award, please contact 2003-04 Awards Committee Chair Juanita Skillman, CRM, FAI, or Anita Willis, co-chair of the Awards Committee.

### PURPOSE

The purpose of the Service Project Award is to establish an annual award for the best RIM focused service project completed by a *chapter or individual*. This award is presented to the *chapter or individual* that most effectively conducted a service project and advanced the public's awareness of records and information management.

This award is open to all ARMA chartered *chapters or individual members*. Entries must relate to a service project designed and implemented within the previous fiscal year (July 2002 – June 2003). The project should have a specified start date and finish date, and a purpose with a measurable means of success or specified finished product.

### STRUCTURE

This award recognizes the accomplishments of a chapter or individual that supports the overall mission of ARMA International and makes significant contributions to records and information management's success through:

- Innovation
- Encouraging chapter volunteerism
- Promotes profession of RIM
- Promotes RIM Education
- RIM focused project or service

### ENTRY CONTENT

**Entries should be submitted in a tabulated binder in the order specified below.**

#### *Profile*

- Type of Project
- Chapter name or individual submitting
- number of people participating in special project
- number and location of sites the service was conducted
- Type of service conducted and information critical to that service

#### *Information Management Needs Assessment*

- Describe if there were information needs and/or problems that were addressed by the project being nominated. Provide a short (1-2 paragraphs)
- What challenges was the project designed to solve?

#### *The Solution(s) Defined*

- Describe what was done to solve the problems identified in the "Needs Assessment" section.
- Identify what goals were to be achieved by implementing the project.
- Who was involved in the planning process and how were the individuals selected?
- What resources (i.e. human, financial, technological) were required for implementation?
- What measurements were established to judge program/project success?

#### *The Implementation Process*

Provide a description (in a maximum of 2 pages, including a summary) of the implementation process and project plan.

#### *Benefits Achieved*

What improvements have clients (internal and/or external) experienced as a result of the project? (Commendations or testimonials from clients may be provided.)

#### *Overall Assessment*

Provide names and contact information for someone in the organization to speak with the judges about the project.

### ENTRY SUBMISSION

Submit 8 bound copies of entry no later than July 1, 2003 to:

ARMA International  
Attn: Melissa Ebert  
13725 W. 109<sup>th</sup> Street, Suite 101  
Lenexa, KS 66215

**Submissions not postmarked on or before July 1, 2003 will not be accepted.**

### AWARD PRESENTATION

Winners will be announced at the ARMA International Awards Event.

### CANCELLATION

None

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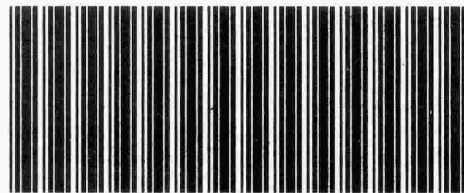
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## Records Management: The Next Ten Years

Richard Spratt  
Senior Consultant  
The CGI Group, Inc.  
275 Slater Street  
Ottawa, Ontario, K1P 5H9

### Introduction

There is a great deal of concern today over the appropriate role and scope of the records management function in government and in business organizations. For many years records management was equated with paperwork and paper management. As such, the records management function was considered a necessary evil that was conducted in the background of organizational life. During the past twenty years, however, records management has been significantly influenced and shaped by innovations in computer and communications technologies. The ongoing revolution in microprocessing; the increasing sophistication, ease-of-use, and availability of packaged software; and the expansion of networks for voice and data communications all have implications for records managers everywhere.

Unlike the evolution of the personnel and financial management functions, in which no comparable technological forces have prompted a rethinking of the basic concepts and policies underlying these support functions, the information management function of which records management is a part, is constantly adapting to the marketing strategies and product innovations of the communications and information industry. Therefore, both the tools and strategies of records management are in constant transition, and they play a major role in influencing the objectives, scope, and organizational significance of the records management function.

Changes are occurring in the records management function as a result of unprecedented transformations in the records management landscape over the past ten years. By 2010, records management will have little resemblance to records management as practiced today. Records management practitioners should be aware of the nature and implications of these changes and be prepared for them.

This paper focuses on the driving factors and emerging trends that will shape the records management landscape over the next ten years. The technologies, the marketplace, and the records management profession are all undergoing significant changes. These changes began to appear in the 1980's, gathered momentum in the 1990's, and will continue to evolve well into the next decade. The objective of this session is to understand these trends and changes and their impact on the records management discipline.

We begin by identifying the major forces influencing the records management landscape.

### Forces Shaping the Records Management Landscape

There are essentially four major forces that, for the past twenty years, have been transforming the records management landscape. The forces are:

- Industry Trends
- Records Management Standards
- Government Legislation
- Digital Technologies

These forces will continue to impact records management for many more years to come.

**Industry Trends.** The records and document management industry has undergone a fair amount of upheaval, especially in the past three years, with several company mergers and acquisitions occurring and a subsequent reduction in the number of players in the field.

**Standards.** Standards allow organizations to acquire and implement records management systems that promote records, information, and knowledge sharing across the enterprise. A number of standards are currently available – with others under development – that provide guidance for electronic records management.

**Legislation.** All business processes generate information that is vital to an organization's service delivery. Government legislation and policies affect the management of information in the custody of

government institutions and regulated industries. Legislation prescribes their responsibilities concerning the manner in which they must manage the information in their custody.

**Technologies.** Much has occurred in the technology field in recent years. The tremendous advances in records and document management technologies alone have irrevocably altered the records management function. The center of activity is the computer with data and word processing, micrographics, facsimile transmission, video, and other advances centering around the computer.

We will examine each one of these forces in detail later on. But first, to put matters in perspective, let's take a moment to pause and look back on how far we've come in the past fifty years or so.

### The Records Management Timeline

Historically, records management has been a paper-based process practiced primarily by governments and regulated industries. The forty years from about 1950 to 1990 are characterized by the predominance of paper. Records management was built on managing a tangible entity: paper.

The most important milestone in that era was the development of word processing in the 1970s and the birth of the electronic document. This single development changed everything and brought us to where we are now. The so-called "paperless office" debate of ten years ago never materialized.

Even with the advent of word processing, spreadsheet, e-mail, and presentation software, the accepted records management practice included printing off an e-mail or spreadsheet, handling the paper copy as the official record, and disregarding the electronic original. This practice was defined in the National Archives' General Records Schedule 20 (GRS20).

In 1997, GRS20 was overturned as the result of a federal suit against the National Archives. The court ruled that the original version of a record must be maintained, forcing the retention and management of electronic records. The need to address the issues of electronic records had been forced to the forefront.

By the late 1980s and early 1990s in response to the growing volume of unmanaged electronic records generated by proliferating desktop computers, the earliest computer-based records management systems began to appear. In the space of ten years from about 1990 to today, more changes occurred in records management than in all the previous forty years. The changes were almost all brought about the personal computer. An upheaval began to occur in the field of records management.

The growing reliance of government, business, education, and other institutions on digital information technology and the dramatic growth of the Internet and the World Wide Web in the mid-1990s are the underlying causes of this upheaval.

So where is this all taking us?

### The Road Ahead

With the past fifty years in perspective, let us now turn our attention to what's happening today and what we can expect to happen over the course of the next ten years. We are in the early stages of what will likely be seen ten years hence as one of the greatest business transformations in history. The road ahead is marked by changing industry trends in records and document management, emerging standards for records management, new government legislation and, perhaps more so than anything else, dramatic changes in information management technologies and applications.

We will now examine each one of these forces of change. While no prediction about the future can be made with complete confidence, the signposts along the way help indicate where we're headed.

#### **Industry Trends in Records and Document Management Systems**

Records management is a business area that, until about twenty years ago, has had little to do with information technology. The first software products for records management started to appear in the early 1980s. In general, these products were designed to make the job of records management easier, and were primarily concerned with

tracking paper records. Today, the capabilities of records management systems have expanded to handle electronic records.

Recently, records management has been seen as part of the growing electronic document management systems industry. With the explosion of electronic documents within organizations, the need to manage and control organizational records has never been greater. And with the emerging trends in knowledge management, records management is now gaining the attention it deserves as part of an organization's information management strategy.

In the past ten years, trends within the records management and document management industries have been characterized by continuing rapid development of records management software, company mergers and acquisitions, integration of records management and document management systems, and legal compliance and security issues. The remainder of this section explores each of these industry trends and what they mean to records managers.

#### **Continuing Rapid Development of Records Management Software**

Almost all of the records management software products that we use today were originally developed in the 1980s. Records management vendors positioned their products as solutions for a very specialized group: records management specialists that understood the discipline of records management. Most products had evolved as a set of utilities that met the needs of records managers only. Many early records management systems were simple box-and-folder inventory tracking systems. All of them had their origins in the DOS world and started out as departmental products. They developed rapidly during the 1990s, some going through twelve versions in ten years. Now, most are highly sophisticated enterprise products and continue to evolve in their function and feature set.

Today, the capabilities of records management products have expanded to handle electronic records, and to allow end users to participate in the records management process. In many organizations, Records Managers are allowing users to classify their own records, search for records, and submit retrieval requests from their desktops. Putting the records management system into the hands of the users can extend its benefits to people who formerly had no experience with records management. In years to come, many records management responsibilities will be shifted to the individual user – the document creator.

#### **Company Mergers and Acquisitions**

The electronic document management systems market is made up of several products from different vendors. These products include imaging and workflow, records management, groupware, computer output to laser disk, electronic publishing, and full-text search and retrieval. When we refer to an electronic document management system, we are actually referencing several technologies.

Market consolidation was a high-profile trend in the electronic document management industry in the late 1990s. The period was marked by several mergers and take-overs of records management, imaging, and workflow software vendors principally by the larger document management software firms. The pressure of competition, changing technology, customer needs, and other market forces drove the industry to streamline, merge with partners, and consolidate operations.

FileNET acquired Saros, Watermark, and Greenbar. PC DOCS acquired Fulcrum Technologies and Educom. Later PC DOCS was acquired by Hummingbird while OpenText acquired PS Software and Microstar Software<sup>1</sup>.

These mergers and acquisitions brought together the document management products of different market players under the umbrella of four or five of the major document management software vendors. The advantage to customers was that they could now buy a suite of document management products from one source rather than individual components from three or four separate sources. Thus, document management, records management, imaging, and workflow component software are being offered by vendors as seamless additions. For records managers, this means that they must expand their

base of knowledge to include an understanding of these other technologies as they have a direct impact on records management.

#### **Integration of Records Management and Document Management Systems**

There is some overlap in functionality between electronic document management systems and records management systems. However, there are three records management functions that document management applications do not provide: a means of declaring a document an official corporate record, classifying a record, and applying formal retention and disposition rules to a record. For many organizations, records management integration with document management is essential.

In response to customer needs, records management and document management systems are converging on a common goal: the provision of full document management and records management functionality in one package. To do this, some document management system vendors are now offering full records management functionality either by developing it themselves or by taking over a records management software firm. Conversely, some records management software vendors are offering full document management functionality by expanding the capabilities of their software beyond just records management. Other firms are ensuring that their document management or records management products are highly integrateable with each other. Again, for records managers, this means that they must understand how these two systems work together.

#### **Legal Compliance and Security a High Concern in Many Corporations**

Legal compliance and security are a concern because changing information technologies are continually raising issues of admissibility and regulatory compliance, and Freedom of Information requests and litigation have become increasingly common, increasing demands on records managers to produce the information needed. These trends will continue to place significant burdens on organizations and records management personnel.

In today's legal environment, records management has become a litigation support function, and this trend will continue. The demands placed upon records managers in the future will increase because litigation is becoming more complex. This means that the information production component of that litigation is also becoming more complex and thorough, placing greater and greater demand on records managers to produce more and more sophisticated information.

#### **Next Issue ... Emerging Records Management Standards**

<sup>1</sup> Editor's Note: this trend has continued with the recent acquisition of Tarian Software by IBM and Truearc by Documentum.

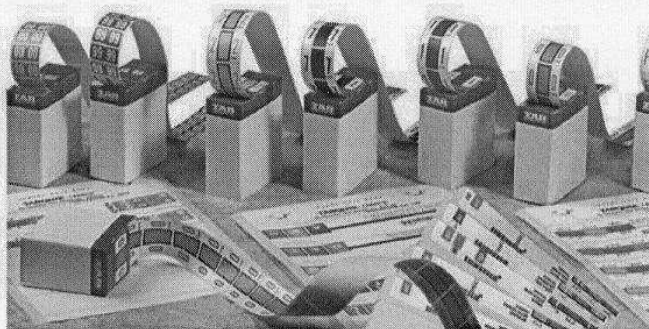


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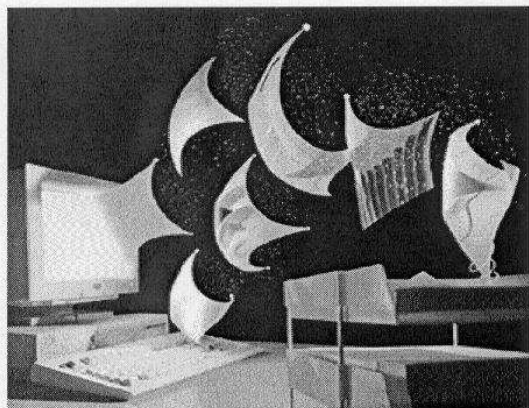
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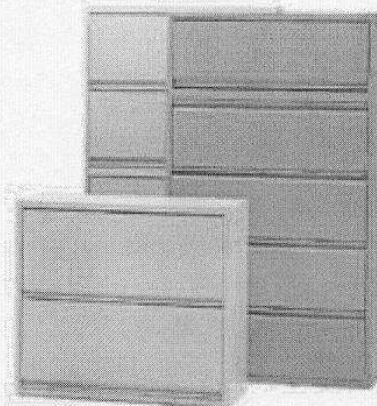
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**Director at Large**

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**Web Master**

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[ito@pub.nf.ca](mailto:ito@pub.nf.ca)

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