

# Becoming a barbarian

AN EXPLORATION INTO THE NEW HABITAT OF RECORDS MANAGEMENT

by Frans Smit

*How does newness come into this world?*

*How is it born?*

*Of what fusions, translations, conjoinings is it made?*

- Salman Rushdie

## Introduction<sup>1</sup>

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In his brilliant essay “I Barbari” (“The Barbarians”)<sup>2</sup> the Italian writer and philosopher Alessandro Baricco describes a fundamental change in our society. That change goes far beyond a gradual development of our existing values. According to Baricco we live in an era where almost everything is turned upside down.

He compares the advocates of this shift as the “Barbarians” in the spirit of the ancient Greeks: *“In this case things seem more radical however, it is as if the attackers go much further: they are changing the landscape. Maybe they already have changed it. Something like that must have happened during the blessed years that the Enlightenment came to exist, or in the days that the whole world had seemed to turn romantic. There were no massive movements of armies, and there were no sons that killed their fathers. They were mutants, that substituted one landscape for another, in which they established their habitat. We might live in such an era now. And the ones that we call barbarians might be a new species, with gills behind their ears, that have decided to live under water.”*<sup>3</sup>

The new landscape according to Baricco is a paradise for those who endlessly explore and create connections on a surface that consists of course largely of the immense amount of information that is coming to us through global networks.

He signals a change in cultural ideals as well. Whereas the 19th century ideal of civilisation consists of detailed research and revealing hidden truths, the surfing barbarian is only interested in connecting what

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<sup>1</sup> The issues and observations here are based on an article written in Dutch: Smit, FP; “*Krijgen archiefinspecteurs kieuwen? Over de transformatie van archieftoezicht*”; Stichting Archiefpublicaties, The Hague, 2013, page 21-39. This essay has evolved from that publication, with new insights and written for a wider, international audience. I would like to thank Prof. K.J.P.F.M. Jeurgens (professor of Archival Science at Leiden University, Netherlands) and mr. R. Jonker (City Archivist of Leeuwarden, Netherlands) for their feedback on earlier versions.

<sup>2</sup> Baricco, Alessandro; *De Barbaren* (trans. Manon Smits), Amsterdam, 2011. At the time of writing this article (September 2013) there was no English translation available. This translation is therefore by the author, based upon the authorized Dutch translation.

<sup>3</sup> Baricco, p. 4

he sees and in contributing to this ever growing surface. Baricco's mutants, the "Barbari", only want to go sideways endlessly, instead of digging up what's underneath the surface.

Records managers will recognize traces of these fundamental changes. Since their core business is dealing with (recorded) information, their profession is fundamentally affected by the information revolution. Present developments in information technology, such as big data, enterprise search, e-discovery, cloud services and the enormous increase of recorded information all leave their marks on changing the instruments, the methods, the principles and the environment of their profession.

Information philosopher Luciano Floridi talks of our age as the "Fourth Revolution"<sup>4</sup>. This information revolution should put our profession in the centre of attention. Unfortunately for us, and more importantly for government administrations that have the aim to be transparent, accountable and trustworthy, this is not really the case until now as far as I can see.

This essay is an exploration in three parts into the present environment of records managers. The bandwidth is quite large. Therefore it is necessary to sometimes only scratch the surface of a part of the new landscape. The triptych starts off with a sketch of developments and fields of interest concerning information in government organizations. According to me, all of these are of vital importance to (the future of) records managers. Then we proceed with what is called nowadays "storytelling". This second part describes some experiences I have had in the administration I work in. The third part of the triptych is an attempt to go underneath the surface and look for explanations, possible fields of further research and a definition of the (future) role in government organizations of those who are used to be labelled as archival professionals and records managers. In Baricco's terminology one could say that the first part consists of surfing, the second part is about storytelling and the third part is a very non-Barbaric old-style reflection.

I have chosen to use the term "Records Management" to cover all aspects of managing recorded information in whatever dimension of the Records Continuum. I see no fundamental distinction nowadays anymore between recordkeeping by the administration itself, or by specialized archival institutes. I use the term "Records Manager" for describing various roles and functions (including the function of "Archivist"). We will come back of course to these roles and tasks. We will see that it will become impossible to keep these together in one function. And maybe not even in one profession. It is time to enter the Land of the Barbarians.

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<sup>4</sup> Floridi, Luciano, *Information; a very short introduction*; Oxford, 2010, page 8-9.

# Surfing the Landscape

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## Gartner's "Nexus of Forces"

The first part of this attempt to surf through the new landscape of records management is about predictions. In 2012 the international consultancy firm Gartner published a series of papers and webcasts about managing and using information. In these strategy papers the central issue is user behaviour. The key notion is that the availability of information should be maximized. In the words of Gartner's analysts: *"People have come to expect and make use of presence and location services, contextual search results, and spontaneous interaction with their social networks to enhance everyday experiences"*<sup>5</sup>.

The major trend that Gartner recognizes, is the convergence of social interaction, cloud, mobility and information. As the website of Gartner puts it: *"The nexus of forces describes the convergence and mutual reinforcement of four interdependent trends: social interaction, mobility, cloud, and information. The forces combine to empower individuals as they interact with each other and their information through well-designed ubiquitous technology."*<sup>6</sup>

This technology should provide for ready-to-hand tools that are designed to make it as easy as possible to communicate and to process and retrieve information. To put it in other words: the technology should help Baricco's "Barbari" in their quest for limitless access to information. And it should also enable for example government workers to record their information in an easy-to-use, intuitive way<sup>7</sup>.

Social interaction is the context for the other three trends. Networking, sharing, community building and collaborating are the keywords for this social behaviour. Cloud services should be able to provide scalable and accessible solutions. Mobile devices should be able to let the user create and get access to information. This information is characterized by an increase in volume, velocity, variety, veracity<sup>8</sup>.

Gartner states that a lot of organizations, including government administrations, do not have the infrastructure and the tools to rise up to the challenges of the convergence of social interaction, cloud services, mobility and information use.

According to me there are indeed developments that confirm these observations. Dutch legislation of the last years for example is heading more and more towards a different role for the government administration. This role should be that of participant in, and facilitator of, a community of individuals,

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<sup>5</sup> Howard, C. et al., "The Nexus of Forces: Social, Mobile, Cloud and Information," G00234840, 14 June 2012, page 4. See: <http://www.gartner.com/technology/research/nexus-of-forces/> (seen on September 9<sup>th</sup>, 2013)

<sup>6</sup> See <http://www.gartner.com/technology/research/nexus-of-forces/> (seen on Sept. 11, 2013)

<sup>7</sup> See Bussel, G.J. van, *"Archiving should just be like an Apple™", en acht andere, nuttige (?), stellingen. Lectoral Rede in verkorte vorm uitgesproken op dinsdag 12 oktober 2012"*, Hogeschool van Amsterdam, 2012. <http://www.hbo-kennisbank.nl/nl/page/hborecord.view/?uploadId=amsterdam%3A0ai%3Ahva.nl%3A433617> (seen on September 24<sup>th</sup>, 2013)

<sup>88</sup> These "four V's" are defined in Big Data architectures, see for example <http://bigdatafoundation.com/blog/big-data-spans-four-dimensions-volume-velocity-variety-and-veracity/> (Seen on October 15<sup>th</sup>, 2013)

interest groups, companies and not-for-profit organizations. The administration should act less and less as a monolithic body that governs, directs, organizes and carry out all tasks. Collaboration and social interaction, supported by online, mobile devices must enable this. This leads to an increasingly complex chain of information architectures. It also leads to an increasing worry whether the present organizations will be able to live up to these new challenges.

We can even add some more complexity, and therefore more questions about the place and future of records management, if we take into account that, according to Gartner, the complexity of the inside of a solution increases when the outside gets simpler<sup>9</sup>. That observation implies that the information management of administrations, and records management as part of that, will grow more complex as the pressure grows to make records accessible according to modern expectations: fast, ready-to-use and mobile. In other words: “your” records might be created, stored and used anytime and anywhere, and therefore should be “managed” in a huge amount of different ways and places. Here the veracity of Big Data meets the traditional role of the records manager as being the guardian of authenticity and context of records. It is therefore time to turn to a topic of key importance to records managers: information management.

We might conclude that the records manager will become (some specialized sort of) a business policy maker and vice versa.

## Information Management

Records managers cannot work anymore without knowledge and skills about information management, whatever their specific role in the organization (for example records keeper, controller or auditor). There are a lot of definitions for “Information management”. My notion of information management is that it is concerned about all policies, measures and actions concerning the creation, processing, management and use of information in an organization; and with the quality of the relations between those policies, measures and actions.

A widely-used model for analysing the quality of information management in an organisation is the so-called “Amsterdam 9-square model” that is developed at the University of Amsterdam<sup>10</sup>. The strength of its usability is its simplicity, which is depicted in the diagram below.

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<sup>9</sup> Howard et. al., page 3

<sup>10</sup> Maes, Rik; *Reconsidering Information Management through a generic framework; Prima Vera Working Paper 99-15*; University of Amsterdam, sept. 1999.

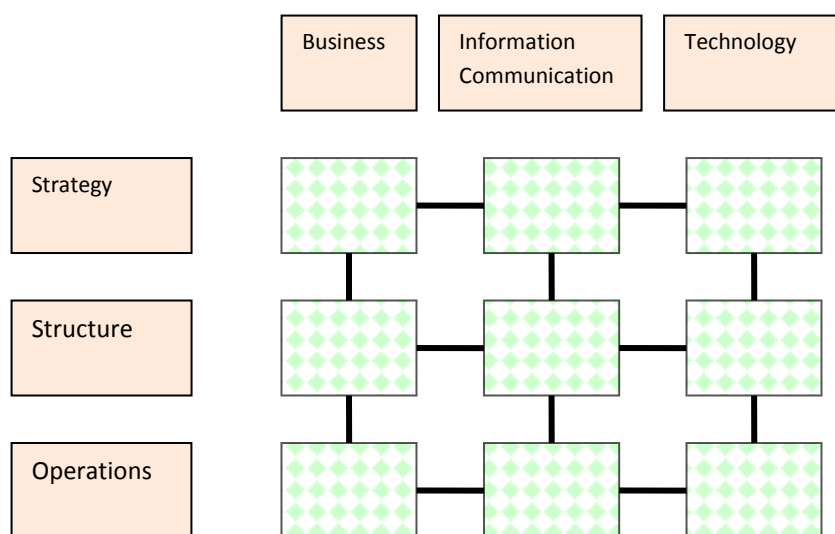


Diagram 1: The Amsterdam 9-Square Model for Information Management

This model can be used to analyse the current status, the requirements and the ambitions of every separate square. By doing that it becomes clear how good the connections between the squares really are. Or to put it more practically: it becomes clear how strategy, organization and operations are connected. It also becomes clear whether the information and communication in the organization supports the business strategy and operations. And of course: it becomes clear whether the technology in use supports the “information household”, which on its part should support business ambitions.

This model comes in very handy when for example you would like to know if your technological infrastructure (software, hardware and network facilities in use) will really be capable to enter the world of Gartner’s Nexus of Forces. It is very beneficial too for analysing the organization regarding records management requirements.

The table below gives some examples of which topics can be analysed by using the 9-square model, when we try to relate it to Records Management

Square	Example
Business strategy	Strategy of implementing the “Nexus of Forces” as a business priority
Business structure	Presence of qualified personnel, business processes and proper procedures
Business operations	Information services by the business, using records
Information/Communication strategy	Strategy concerning compliance, standardization, accessibility, collaboration, whereabouts of records; strategies concerning big data and enterprise search in relation to records management
Information/Communication structure	Information architecture, metadata schemes, structure of the recordkeeping processes
Information/Communication operations	Creation, processing, keeping of records
Technology strategy	Strategy concerning technologies for mobile, cloud and social media; open source

Technology structure	Architecture of ICT, choice of (certified) software, use of cloud services
Technology operations	Managing software, hardware, storage and network

Every aspect of information management is relevant for the records manager. It is therefore worrisome that in a lot of government administrations records management (and the records manager) is not a natural part of strategy, structure and operations.

When we continue to use our example of Gartner’s report it will get even more troublesome: *“The combination of shifting control, hyperflexibility and extreme collaboration underlying new user scenarios has deep architectural implications: How do you offer users autonomy, flexibility and choice without endangering underlying systems and data?”*<sup>11</sup> Or to put it in other words: how endangered is records management in this world of increasing user-orientation and flexibility?

Maybe our answer should be: any attempt to manage recorded information, that will not be well integrated into information management policies, will fail very soon. This would imply that records manager should be able to cover every square and every connection. That is an almost impossible task, since every field covered in the 9-square model requires deep specialization when it comes to capture and preserve information and to keep this information accessible.

We might conclude that the records manager will become (some specialized sort of) an information manager, and vice versa.

## Information Architecture

One part of information management that is crucial to present-day records managers in government organizations (at least in the Netherlands), is a proper understanding of information architectures, and when and how to become involved with it. The term “Information Architecture” was coined by Richard Saul Wurman<sup>12</sup>, and was introduced as a way to make information design visible and understandable. Nowadays it is in the Netherlands the main method for analysing and designing organisations and their information management.

In the first decade of our century a number of architectures were developed in the Netherlands. The most generic of them is called the “Nederlandse Overheids Referentie Architectuur” (NORA)<sup>13</sup>. The idea of NORA is that it describes the basic principles and guidelines for designing and implementing information systems for all government administrations. More architectures have been developed for specific government bodies, like local councils, provinces and “waterschappen” (“water authorities”<sup>14</sup>), or categories of government activities, like higher education, health care and even cultural heritage. At present there are several government programs under way that are meant to design and implement these architectures.

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<sup>11</sup> Howard et. al., page 11

<sup>12</sup> Wurman, Richard: *Information Architects*, Graphis Inc, 1997. See also <http://www.wurman.com/rsw/index.html> (seen on September 13th, 2013)

<sup>13</sup> Goutier, H. en J. van Lieshout, *NORA 3.0, principes voor samenwerking en dienstverlening*, E-overheid, 2010. An appropriate translation might be “Dutch Referential Architecture for Administrations”

<sup>14</sup> See for example <http://english.uvw.nl/> (Seen on October 15<sup>th</sup>, 2013)

All these architectures are a reflection of the enormous complexity of present-day information management of government administrations. They are all thick and highly specialized expert-documents. Using the Amsterdam 9-square method for information management, NORA starts off with stating 18 “Basic Principles”, concerning the level of services, standardisation, communication and information. These are specified in 40 “Derived Principles”. For each principle requirements, baselines and guidelines are described. And this set-up is repeated and even more specified in the documents for less generic architectures.

One might observe that these complicated products completely fail to attain Wurman’s goal: to make information design understandable. On the other hand: present-day government is so complex that it is hard to see how this could be done in a better way. Gartner’s notion about the ever-increasing complexity of the “inside of solutions” that makes life easier for the user, seems to hold here. The next diagram, coming from the GEMMA architecture for municipalities, illustrates this dilemma.

Records managers however should be able to participate in the creation and implementation of information architectures. They should be able to understand and to contribute to diagrams like this. Their primary aim: to preserve information and to keep this information accessible requires that they should be involved right from the start, and should be able to talk the language of the information architects. It requires as well that they are able to create and implement viable Records Management Architectures themselves.

We might conclude that the records manager will become (some specialized sort of) an information architect, and vice versa.

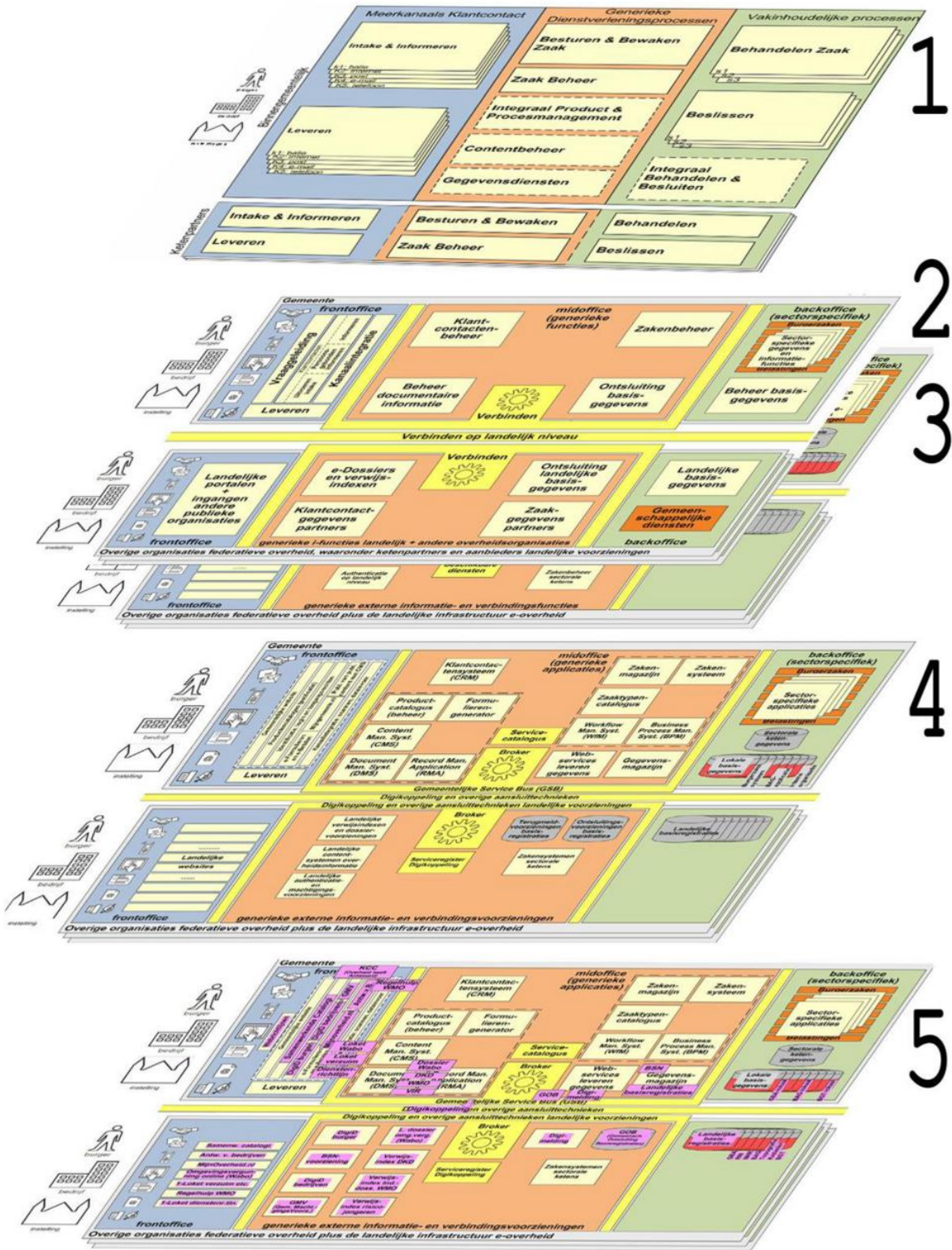


Diagram 2: GEMMA Architecture<sup>15</sup>

<sup>15</sup> <http://www.wikixl.nl/wiki/gemma/index.php/Informatiearchitectuurplaten> (seen on September 13th, 2013)



## Standardization

An important feature of information architecture is standardization. This applies especially for the ways in which the various parts (or modules) of the architecture should interact with each other, and with the environment of the architecture as a whole. Standardization always was a way of getting control of complex environments. Just as money was a way of standardizing trade, and language a way to standardize human communication, standardization of e.g. network protocols, file formats and metadata is an indispensable part of creating complex environments for information management.

The topic of standardization has always been core business of records managers. The famous Dutch manual<sup>16</sup> can be seen as a way of standardization of arranging and describing archival holdings. Records managers obviously have a traditional talent for this. Standards themselves can be categorized in various ways. Brunsson en Jacobsson<sup>17</sup> make a distinction between three goals of standardization: describing the essence, describing attributes and characteristics, and describing activities of a product or a service. Bowker en Star<sup>18</sup> offer another description of the essence and function of standards. They see standards as a set of rules about which exists a general consensus that is characterized by the fact that the acceptance goes beyond one activity, location or community. Standards are not likely to change fast, yet they are temporary. They are legitimized by laws and regulations and/or by general acceptance of a professional community.

In a world of simple-to-use, and therefore extremely complex information solutions, standardization is a necessary precondition. Almost every aspect of the work of a records manager, and almost all instruments the records manager uses, is standardized. There is an abundance of standards concerning information. And there are standards that describe the organizational context of the records manager (like rules for quality management, auditing, information security etcetera) and the records manager himself (like codes of ethics).

There are so many standards that sometimes it might appear that the profession of the records manager is only about following standards. Fortunately reality can never be captured 100% into systemic thinking like standards. For example when it comes to decisions about retention and preservation there are lot of local, regional and national traditions and opinions to be considered, which may cause that the same type of decision on different locations can lead to opposite activities<sup>19</sup>.

We might conclude that the records manager is producer, user, guardian and offender of standards.

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<sup>16</sup> Muller, S.; Feith, J.A. and Fruin, R. *Manual for the arrangement and description of archives*. Chicago : Society of American Archivists, 2003.

<sup>17</sup> Brunsson, Nils and Jacobsson, Bengt: *The Contemporary Expansion of Standardization* in Brunsson, Nils and Jacobsson et al, *A World of Standards*, Oxford University Press, 2002, p.4; cited in Bell, Alan C.: *Standards and Standards Culture: understanding the nature and criticisms of standardization* in: COMMA, 2011/2, p. 26

<sup>18</sup> Bowker, Geoffrey C. and Star, Susan Leigh, *Sorting Things Out: Classification and its Consequences*, MIT Press, 2000, p.10; cited in Bell, Alan C.: *Standards en Standards Culture: understanding the nature and criticisms of standardization* in: COMMA, 2011/2, p. 27

<sup>19</sup> For example: where in western society retaining authenticity often implies keeping original material intact, in other cultures it may mean that original material should be replaced frequently in order to keep the artefact as new (and as perfect) as possible.

## Quality Management

Another part in the landscape that is becoming more and more relevant to records managers is quality management. This profession has grown rapidly in the 20<sup>th</sup> century as organizations, business processes and facilities become more and more complex. Where quality management at first meant to be a mere inspection of finished products before they left the production plant, there was a shift of interest towards the quality of production processes and procedures. Quality management evolved at the end of the century towards assessing all possible aspects of organizations, with a big emphasis on the interaction of the organization with its environment. It became “Total Quality Management” (TQM).

A widely-used model in Europe is the model that is created by the European Foundation of Quality Management (EFQM)<sup>20</sup>. The diagram underneath depicts the EFQM model.

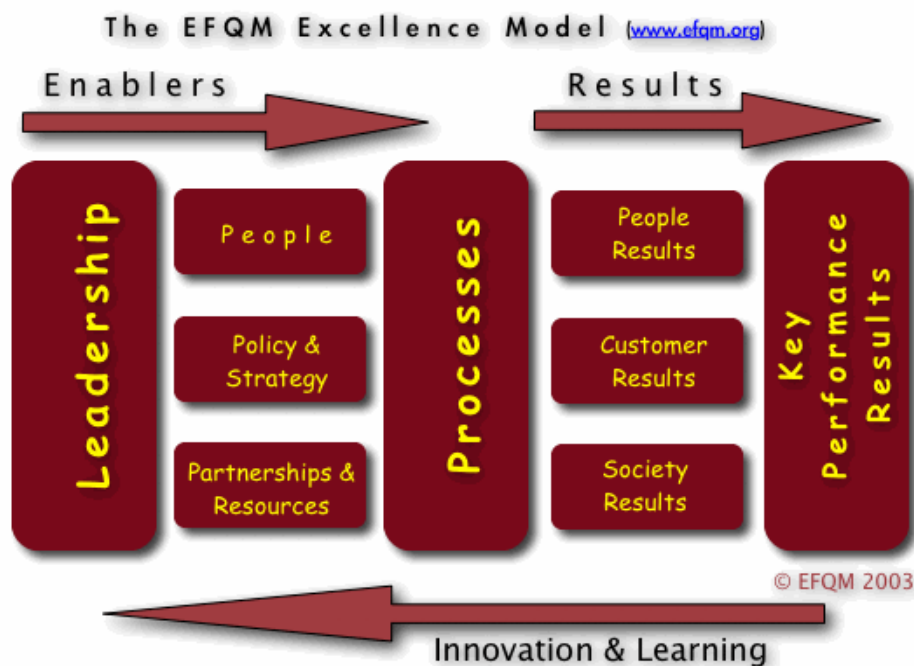


Diagram 3: The EFQM model<sup>21</sup>

The EFQM-model can be used for assessment of the current state an organisation as well as for analysing what’s necessary to achieve the organisation’s aims and goals. The model includes the “internal” state of the organizations, its effects on the environment and the famous Deming-cycle of Plan-Do-Check-Act for continuous organization improvement.

Thinking in terms of quality management has been intensively incorporated in methods for improving records management. A good example of that are the “Generally Accepted Recordkeeping Principles”,

<sup>20</sup> <http://www.efqm.org/> (seen on September 13th, 2013). The EFQM model is in the Netherlands widely adopted in government organizations and is known there as the INK-model. See <http://ink.nl/nl/p4bd81e110a03e/ink-managementmodel.html> (seen on September 13th, 2013)

<sup>21</sup> <http://www.guidance-research.org/EG/ip/theory/tp/efqm/dg-4-EFQM.png/view> (seen on September 13th, 2013)

advocated by the American Records Management Association (ARMA)<sup>22</sup>. This method includes assessment methods and instruments as well as a general framework for quality improvement in terms of a “Maturity Model”.

The initiative of ARMA is a good example of using methods of quality management for improving records management. However, quality management “meets” records management vice versa. Quality managers, that are involved into business process improvement for example, are getting more and more aware that records management is an indispensable part of that. This means that quality management professionals need to integrate records management issues like identifying document types, retention policies, authorizations and access into their process designs and procedures.

We might conclude that the records manager will become (some specialized sort of) a quality manager, and vice versa.

## Information Governance

The end of the first part of this triptych is dedicated to another field of organizational development that affects the records manager. It is about governance. Whereas quality management is primarily concerned by improving business processes (and therefore business results), governance is concerned with controlling the organization. In the last decades of the 20<sup>th</sup> century, due to scandals like the Enron-affairs, in the financial business guidelines and rules were set up for corporate governance. This resulted in governance protocols like Basel II<sup>23</sup>. The heightened attention for control of business operations in the financial markets led to a renewed general interest for governance and to the introduction of the term “Information Governance”.

There are different definitions for information governance but they all lead to the notion that it is about being in control of information management. One of its aims is to raise the level of accountability of an organization<sup>24</sup>. Not only the laws, regulations and business rules relating to records management play a part in this. Information governance comprises laws and regulations concerning freedom of information, privacy protection and information security too.

Regulations of the European Union make use of the concept of “The Three Lines of Defence” for corporate governance<sup>25</sup>. This implementation concept makes a clear positioning of responsibilities and tasks possible. It is well-illustrated in the diagram below.

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<sup>22</sup> <http://www.arma.org/r2/generally-accepted-br-recordkeeping-principles> (seen on September 14th, 2013)

<sup>23</sup> <http://www.bis.org/bcbs/index.htm> (seen on September 14th, 2013)

<sup>24</sup> Read for example [http://blogs.gartner.com/debra\\_logan/2010/01/11/what-is-information-governance-and-why-is-it-so-hard/](http://blogs.gartner.com/debra_logan/2010/01/11/what-is-information-governance-and-why-is-it-so-hard/) (seen on September 14th, 2013)

<sup>25</sup> See for example FERMA / ECIIA, *Guidance on the 8th EU Company Law Directive, DIRECTIVE 2006/43/EC – Art. 41-2b*; september 2010; <http://www.eciia.eu/about-us/news/press-conference-brussels-announcing-new-guidance-8th-eu-company-law-directive> (seen on September 14th, 2013)



Diagram 4: Three Lines of Defence Model<sup>26</sup>

The “first line” are all the measures taken within the business processes, and therefore are the responsibility of the managers of those processes. The “second line” is concerned with setting rules and providing for prerequisites. In this line the controllers, quality managers, risk managers, privacy officers, security officers and compliance officers are positioned. The “third line” contains auditors, accountants and inspectors.

Records management in the Netherlands is not organized according to the Three Lines of Defence. The Dutch Archives Law for example positions the Municipal Archivist as a records keeper (thus in the “first line”) and as some sort of an internal accountant (thus in the “third line”), whereas in a lot of local regulations this official gets responsibilities in the “second line” as well, like setting up and controlling local rules and guidelines.

Records managers are keepers, controllers and auditors at the same time. They are actually present in all Three Lines of Defence. That is not possible under corporate governance rules.

## To dissolve and merge

To conclude this first of the triptych we see that nowadays a lot of traditionally separated silos do not hold anymore. Barriers disappear. The key issue seems to be accessibility of recorded information. And if the “rule of complexity” holds true (that is: the simpler the product gets, the more complex it is to produce it), then it means two things. First of all: records management as we know it is getting more and more important for organizations (including government administrations). And secondly: by becoming ever more important, the records manager seems to dissolve and merge into new tasks and responsibilities, since he has to deal with solutions and environments that become more and more complex.

Our records manager is at the same time information manager, information architect, quality manager, keeper, controller, accountant and auditor. Should this official disappear and merge into new totally functions concerning information management and information governance?

<sup>26</sup> <http://www.qualified-audit-partners.be/index.php?cont=676> (Seen on September 14th, 2013)

# Exploring the new landscape

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## Sketches of a journey

This essay is an exploration into the new landscape for records management in government organizations. As such, it is not a scientific enquiry, but it is based on my experiences in the past four years. It might be a good idea to carry out scientific research, for example a good sociological network analysis or organisation research on an ethnographic basis. As for now, I try to sketch the landscape that I have encountered.

Of course my perspective is based upon my function: Archives Inspector at a Dutch Municipality. As such I investigate, on behalf of the Municipal Archivist, the quality of records management in the municipal administration and I report to the Mayor and Aldermen. This role is provided for in the Dutch Archives Law, in which is stated that a Municipal Archivist should oversee the records management. Traditionally this role used to be filled in with mere “inspections” of repositories and inventories. In my practice it turned out to be a journey of discovery through almost all organizational layers of the administration. The following paragraphs are a small account of that journey. They are about awareness, leadership and timing of interventions.

## Paving roads

Our assessment of the quality of records management started off with a number of meetings with the managers that were officially responsible, and with a number of sessions with the persons that were involved in the actual recording and preservation of information. The first two inquiries we made were about very interesting, if not “hot” topics: an assessment of a project that implemented an organization-wide Document Management System and an inquiry about the records management of digital videos (recordings of the City Council’s meetings)<sup>27</sup>.

It seemed that the majority of the managers were not much aware of their responsibilities and of the risks that their departments run when lacking a proper records management policy. The policy papers of the general management however, mentioned records management as a key challenge for improving the quality of the organization. On the other hand there were quite a lot of specialists and experts present in the organization that would be able to create a good level of records management operations, for example records management consultants, a security officer, a privacy officer, a risk manager, a heritage expert, an archivist etcetera.

The project for implementing a document management system was suffering from a far too heavy emphasis on the technological side of implementation. And as for the preservation of the digital videos: we made it to the local television news with our report that there were no facilities present and that our municipality did not meet the requirements of the Archives Law<sup>28</sup>. Which was not really breaking news, since at the time this observation applied to almost all government organizations in the Netherlands. Maybe the most troublesome thing was that we had to explain to a lot of people in our administration

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<sup>27</sup> The report is available in Dutch on <http://praktijkvoorbeelden.vng.nl/databank/cultuur/archieven-en-musea/audiovisuele-raadsverslagen-duurzaam-beschikbaar.aspx> (Seen on September 24th, 2013)

<sup>28</sup> See <http://test.omroepflevoland.nl/Nieuws/76516/almere-gemeente-voldoet-niet-aan-de-archiefwet> (seen on September 24th, 2013)

that our country has been in the proud possession of an Archives Law for almost a century, and that this law applied to all types of information in the organization.

It was not very difficult to draw conclusions from these first impressions, especially with the help of some of the methods that were described in the previous paragraphs. By using the INK-model (the Dutch version of the EFQM-model)<sup>29</sup> it was obvious that there was a lack of leadership that had a profound influence on all the enabler-domains. This held true especially for topics like compliance, organizational efficiency and responsiveness to the environment (for example regarding information exchange with partner organizations). These results had its effects on all other results that are part of the EFQM level. By using the 9-square model of information management it was obvious that the implementation project was orientated towards the technology column, where the primary emphasis should have been on the business column (improving business processes and procedures). As to our digital videos: this was perfect illustration that there surely was an awareness that something should be done, but no clue about what would be a proper solution.

All this led to the conclusion that we should set out a strategy that would support and stimulate the awareness at management level in order to set a cycle of improvement in motion. In EFQM terms our aim was to put our efforts into strengthening leadership. In 9-square terms of information management we put our efforts on empowering the level of strategy. As for information governance, our strategy meant that we should especially empower the first line of defence.

Two developments in particular set the wheel of improvement in motion. We did not plan it on beforehand (even though in hindsight we are tempted to think so), but they both turned out to be essential. The first one was the renewal of the record management regulations of the municipality. The Dutch Archives Law demands that every government administration must make its own regulations, of course within the context of what that law prescribes. The regulations of our municipality were outdated, which gave the opportunity for us to propose a modern and effective new regulation. Our proposal was adopted by the City Council. Its most important part consisted of a new “Besluit Informatiebeheer” (“Decision on Records Management”), through which it became obligatory for every department (or “process-owner”) to create and maintain a “records management survey”. This plan must contain information about all the (analogue and digital) records that are managed by the department, including whereabouts, volume, condition, accessibility, presence and quality of metadata, names of those responsible for maintenance, improvement plans, plans for transfer to the City Archives etcetera. The new regulations state furthermore that the survey must comply with two sets of requirements. The first is the general information policy plan that applies to the whole administration. The second set of requirements is a further clarification and specification of rules that are laid down in the Archives Law (and subordinate regulations). This set is created and maintained by the Archival Inspector, who in this respect plays a substantial role in the second line of defence (although his “natural” place would be in the third line). It is about for example requirements concerning records management procedures, metadata, file formats, digitization and quality management.

The second development was our initiative to carry out an organization-wide research about the level of knowledge and consciousness about (the importance of) records management. This research was carried out by the department of statistics and research. The results of the research were hardly surprising, and confirmed our suspicion that the topic of records management was not on anyone’s priority list. It was interesting to find out that the majority of the colleagues found it extremely important that the right

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<sup>29</sup> <http://www.ink.nl> (seen on September 28<sup>th</sup>, 2013)

information could be found in a limited amount of time, while at the same time this same majority hardly put any effort in making this possible.

Together with the general policy paper mentioned above, these two developments gave us enough ammunition to address the general management of the municipality with a proposal for an improvement program. This program was adopted, and a program manager was provided for.

The primary aim of the program, that started in 2012 and will continue at least until 2014, is to help departments create and maintain “record management surveys”. With the help of these surveys, department managers will be stimulated and enabled to include records management in their plans and to allocate the appropriate amount and quality of personnel, finances and facilities. Education and knowledge sharing will be part of these plans too.

The approach of the program is to address the responsible managers, or “process-owners”. The basic assumption is that records management is not a topic for two or three administrative employees. In fact records management is carried out by everyone (may it be unconsciously), especially in a digital environment. The manager should therefore take care that records management is planned and coordinated well, that the appropriate facilities are used (for example document management software) and that personnel is educated and facilitated well. The organization should enable the process manager by providing consulting and facilities.

Another important aspect is the risk oriented approach. Process-owners are asked which business processes run considerable risks with the current state of their records management, and to analyse what kind of risks they are running (for example concerning finance, compliance, information security, loss of heritage etcetera).

The program has now been under way for more than a year. The creation of surveys has had the desired effect. Many more people in the organization (including the managers) are actively involved in records management. They are more aware of their responsibilities, of the risks and of the opportunities. There is a long way to go though. We distinguish around 300 different business processes and it will take some years to provide them all with a survey.

One of the effects of the program is that it becomes obvious how many specialists are actually involved in records management. In one way or another the following officials are involved: chief information officer, chief controller, risk manager, privacy officer, security officer, program manager, records management consultants, quality assurance officials, middle managers, city archivist, ICT manager, process controller, application manager and archives inspector.

When we look at the program from an information management perspective by using the 9-square model, it is obvious that it mainly addresses the structure of the organization and of the information and communication in the organization. To be successful it must stay embedded in the strategy of both domains and supported by the appropriate technological infrastructure.

From the perspective of quality management one might argue that by initiating this program the leadership domain in the EFQM-model has been strengthened. That is why the program can focus on the other enablers: people, partnership and resources, and processes. Without a sense of urgency from the main decision makers this improvement program would not have been possible. It takes leadership from the top levels of the hierarchy unto practically all employees to pick up the challenge and to raise the attention for records management from an ad hoc level to higher stages of quality management. In this way records management is an interesting mirror for the general quality of our organization and for the way in which democratic government is enabled in practice.

## Trail running

The journey through the new landscape is often similar to trail running. There are no roads, no panoramas and few orientation points. Sometimes you encounter possibilities to help building bridges and roads. However, most of the time it feels like journeys of discovery to unknown lands. This happens mostly when there is no decision-maker that takes up the challenge and shows leadership. This does not mean however, that the wandering records manager cannot achieve some results. Instead of using the roads in the new landscape, he has to do some trail running. Here are some brief examples.

Information policy in government organizations is an increasingly complex matter. The topic of ICT and information policy can still be alien to the directors. This can lead to the underestimation by decision makers of the complexity of information management and (as a part of that) records management. The 9-square model can be a good tool to illustrate this. It often happens that questions are asked and topics discussed that are part on the four corner squares of this model: business strategy and operations, and technology strategy and operations. The other squares are often more or less neglected. The last years this situation has improved, and discussing information standards and architecture for example has become more frequent. However, the topic is still only raised on expert level. Under the conviction that quality improvement of records management can only be achieved by improving information management policies, records managers became lobbyists to raise awareness and to join forces with the information architects and consultants. An important factor was that the “Besluit Informatiebeheer” (see above) stated that there should be a general information policy document. And another important point we made was that we had a lot of shared interests. One of those was that it became obvious for the ICT project managers too that they had to take into account record management requirements (for example those that are described in ISO 16175<sup>30</sup>) right from the start in their projects. It also became apparent that policies about storage should also include preservation issues. Another very important issue: information security also became connected towards issues coming from the Archives Law, like preservation, accessibility and disposal of records. An essential element was the development of a shared terminology. This helped the building of bridges between disciplines that are mutually independent but unfortunately have never been integrated very well.

An essential connection that had to be made in the organisation, had to do with privacy issues. The legal department is responsible for covering this ever growing aspect of information management. Here the same development came about as the experts came to know each other better. They cooperate together now whenever there are issues at stake concerning records management and data that are subject to the Law of Protection of Personal Data. It became apparent that more and more often this cooperation took place during the preparation of decision making, instead of the sad circumstance when these matters are considered too late. This was a link that had to be established and was not present before. It turned out to be that issues of records management, privacy and information security were instantly connected to each other whenever there were new information systems to be implemented or organizational changes would occur.

Another trail that had to be explored had to do with information governance. It appeared that issues of information management did not play a large role in control and accountability procedures. The emphasis (as is common) laid on financial control and process quality. It took some time to put records management on the agenda of the controllers.

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<sup>30</sup> [http://www.iso.org/iso/home/store/catalogue\\_tc/catalogue\\_detail.htm?csnumber=55790](http://www.iso.org/iso/home/store/catalogue_tc/catalogue_detail.htm?csnumber=55790) (Seen on October 5<sup>th</sup>, 2013)



The most important aspect of effective trail running turned out to be good timing. It was extremely important to find out which decision would be taken by whom at what time. Records management was almost never an issue in the preparation of major decisions (like implementation of new laws, cooperation with partners or reorganisations). This blind spot is being removed slowly. It takes a lot of patience to raise the awareness of almost every official involved. It is almost impossible to do damage repair in the records management in a digital environment.

It became obvious to us that the modern records manager should possess some essential qualities that are not very often present in this profession. First of all he should be able to talk with all the types of officials mentioned above. He should also be able to make a proper analysis of which stakeholders should be involved at what time. A good sense of grabbing the momentum is essential. And he must have enough knowledge of all relevant expert fields to be able to become an accepted partner. He should of course be able to communicate with decision makers (city council, directors, middle managers) in a proper way.

The ever growing crowd of stakeholders in records management consists of practically everybody in the organisation: city councillors, controllers, auditors, accountants, aldermen, mayor, CIO, director, middle managers, information architect, information policy makers, project managers, program managers, secretaries, statisticians, records managers (!), communication experts, teachers, senior policy workers, software engineers, fellow inspectors, human resource management specialists, process engineers, information designers, quality managers, legal advisors, security officers, privacy officers, financial experts, database experts etcetera.

They all have something to do with records management and they are all part of the growing complexity of the digital infosphere. And for almost all of them it seems that the record manager is a new official to deal with on a strategic level. Furthermore the records manager should communicate in a lot of different and sometimes even contradictory roles: controller, registrar, manager, educator, lobbyist, analyst, consultant, accountant etcetera.

Gartner's analysis seems to be confirmed here. The growing demand for easy-to-use information devices results into an ever growing complexity at the side of the producer. The world of the records manager has never been as complex (and interesting) as it is now.

Is the records management community capable to pave roads and to do some effective trail running in the new landscape of the barbarians? What might be an appropriate theoretical framework? Do we have the right tools, knowledge and mind set? We turn to these questions in the last part of this triptych.

# Reflecting on the new landscape

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## Records Management 2.0

The habitat of records management in government organizations consists of the whole organization itself, and far beyond. It comprises foundation, functions, actors, process domains, results, functionalities, data, information objects and technology of the organization<sup>31</sup>. All of these are changing fast in the new landscape, and at a different pace. In this essay an attempt is made to sketch briefly some of these transformations. What will be the results of these changes? How will records management look like in a world where the Nexus of Forces will be a powerful development and where barbarians will be leading?

In his book *'Managing the Crowd; rethinking records management for the web 2.0 world'*, Steve Bailey gives a definition of 'records management 2.0' (at the time of publication, everything labelled with '2.0' was very fashionable), using ten criteria. They come close to defining the place of records management in the new landscape:

*"Records Management 2.0 must be:*

- 1. Scalable to an (almost) infinite degree;*
- 2. Comprehensive with the potential to address all aspects of the management of information throughout its lifecycle;*
- 3. Independent of specific hardware, software or physical location;*
- 4. Extensible and able to absorb new priorities and responsibilities as they emerge;*
- 5. Potentially applicable to all recorded information;*
- 6. Proportionate, flexible, and capable of being applied to varying levels of quality and detail as required by the information in question;*
- 7. A benefits-led experience for users, that offers them a positive incentive to participate;*
- 8. Marketable to end users, decision makers and stakeholders;*
- 9. Self-critical and positively willing to embrace challenge and change*
- 10. Acceptable to, and driven by, the records management community and its practitioners."*<sup>32</sup>

Following Gartner's analysis we might be able to put a hierarchy in these ten criteria, putting numbers 7, 5 and 1 on top of the list, and number 10 where it is, at the bottom. If Bailey's list will define the character of present and near-future records management, user-orientation and maximal responsiveness to user's needs will be the central themes.

Bailey's criteria about the applicability of records management for all recorded information and about the independency of location indicate that our profession is passing all boundaries that were known so far. The 9-square model is an apt instrument to illustrate this: in every domain and in every connection between the domains the variety of types of recorded information and the location-independency of information will be of great influence. I experience my wanderings in the new landscape as a confirmation of these developments in daily practice. They also seem to be confirmed by recent publications like James Gleick's extremely interesting book *'The Information, a history, a theory, a flood'*<sup>33</sup>. Although the title is

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<sup>31</sup> This distinction is by Rienk Jonker, City Archivist of Leeuwarden, the Netherlands

<sup>32</sup> Bailey, Steve, *'Managing the Crowd; rethinking records management for the web 2.0 world'*, London 2008, page 126-127.

<sup>33</sup> Gleick, James, *The Information, a history, a theory, a flood*, Londen, 2011.

rather misleading (the book is not about information, but about communication and computing technology), it gives at least one important insight for records managers. Throughout history information has the tendency to multiply, to take away barriers, to adapt and to use its environment to its benefit, using biological and mechanical data carriers. We see this development in the enormous and apparent endless growth of the amount of digital information. For organisations, and their records managers it is a hopeless task to arrange, describe and preserve their records based on the principles and methods from the 'analogue age'.

## What is information and what is a record?

When we dig deeper into the nature of this new landscape, it becomes inevitable to analyse its physical geography. It is for example necessary to re-evaluate the definitions we use for terms like 'information' and 'record'. Like words as 'culture' and 'economy', the word 'information' is defined in a multiple ways by various disciplines. ISO 5127 is meant to give standardized definitions, but my feeling is that its definition of information does not bring us any further. It defines information as "... *knowledge that is communicated*"<sup>34</sup>. ISO 5127 gives a definition of "recorded information" as well: "*information stored in, on, or by a data medium*". A record, according to ISO 5127, is a "*set of data on one person or object, selected and presented for a predefined specific purpose*". The definitions are not very precise. Because: what is knowledge, and what is communication? And why is a record a "*set of data*", where the word "*data*" is not used in the definition of information? And by the way, a lot of records managers will agree that records do not have to be "*selected or presented for a predefined specific purpose*" at all. And why would a record always have to be "*on one person or object*"?

We might turn for help to another discipline: that of the emerging field of 'Information Philosophy'. One of the main contributors to the exploration of 'information' on a philosophical level is Luciano Floridi, who writes: "*Over the past decades, it has become common to adopt a General Definition of Information (GDI) in terms of meaning + data. GDI has become an operational standard, especially in fields that treat data and information as reified entities, that is, stuff that can be manipulated (consider for example the now common expressions 'data mining' and 'information management')*".<sup>35</sup> This GDI defines information, "*seen as semantic content*" as an instance that consists of well formed, meaningful data<sup>36</sup>. The advantage of using this definition (apart from the fact that is always useful to use generally accepted definitions) is that it does not include other words that are extremely hard to define, like 'knowledge' and 'communication'<sup>37</sup>.

There is one definition of recorded information that fits in well with Floridi's GDI. It was given by David Bearman: "*Recorded transactions are information communicated to other people in the course of business*

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<sup>34</sup> All citations come from *NEN ISO 5127: Information and documentation — Vocabulary, First edition, 2001*; page 8

<sup>35</sup> Floridi, 'Information', page 20.

<sup>36</sup> Floridi, 'Information', page 21. As for the definition of data, see

<sup>37</sup> Floridi has written about the definition of 'data' in '*data*', an article for the International Encyclopedia of the Social Sciences, 2nd edition, editor in chief William A. Darity (Detroit: Macmillan, 2008). It can be downloaded from [http://www.philosophyofinformation.net/Other\\_Publications.html](http://www.philosophyofinformation.net/Other_Publications.html) (seen on September 20th, 2013)

via a store of information available to them”<sup>38</sup>. This definition makes it possible to connect the instance of well-formed and meaningful data with the context that records managers are so familiar with.

There are at least two consequences when the definitions of Floridi and Bearman are connected. The first can be explained by using the 9-square model and the art of information architecture. In modern day administration the information landscape consists of an enormous amount of different software, hardware and storage solutions. It is perfectly possible that what we consider to be record, is stored and maintained in more than one place. In other words: what we consider to be a record consists of data that are created and managed in a lot of different applications inside and outside of the organisation. There is hardly a record anymore consisting of one file that is stored on one place. And all these data can be anywhere. Software as a solution (SaaS) can use cloud storage services you are not even aware of. And part of your records can be stored far outside your network environment, like information that is recorded on social media platforms. And it is unthinkable you might be able to put all recorded information in for example one Enterprise Content Management system. If you are lucky your organization has a well-designed and well-documented information architecture, in which it is always possible to (re-)construct a complete record. If this is not the case, any attempt to control your records is unlikely to succeed.

The second consideration is about the phenomenon of ‘metadata’. This word is coined as being ‘data about data’ and in the world of records management it is often used as ‘data about records’ (as for example ISO 23081<sup>39</sup> does). This definition made very much sense in an analogue world, where for example the inventory of records (the ‘metadata’) was separated from the records themselves. Nowadays however it almost becomes impossible to make this simple separation. It is hard to tell in a digital world when data should be considered a part of the record or when they should be seen as ‘metadata’, and as such not part of a record. It is for this reason that the PDF/A format for example includes descriptive metadata. It is also for this reason that standards like METS are designed in such a way that all data and bit streams can be included in one file. It might be time to stop using the word ‘metadata’ and to consider all data about for example descriptive, legal, logistic and technical aspects as data that are part of the record.

## The crisis of records management

Records management in present-day government organisations cannot be seen as a separate system or as an isolated spot. It is at least embedded in the information management and quality management of the organisation. And it is at its best fully integrated in all parts of the information architecture. It is because of this that records management requires a lot of experts and a lot of stakeholders in order to comply with laws and regulations, and to enhance trustworthiness, accountability and transparency.

We are in the middle of a period in which this integration is taking shape. Therefore it might be too early to tell which new disciplines will emerge and which ones will disappear. However it is certain that we are confronted with an enormous shift that influences everyday practices and operations already now. Because of this shift we might also ask ourselves if concepts and even paradigms coming from archival

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<sup>38</sup> David Bearman, *‘Electronic evidence, strategies for managing records in contemporary organizations’*, Pittsburgh, 1994, page 94.

<sup>39</sup> [http://www.iso.org/iso/home/store/catalogue\\_tc/catalogue\\_detail.htm?csnumber=40832](http://www.iso.org/iso/home/store/catalogue_tc/catalogue_detail.htm?csnumber=40832) (Seen on September 29<sup>th</sup>, 2013)

theory give us enough intellectual basis to stay an interesting business partner or colleague in the new land of the barbarians.

It is not an exaggeration to say that our profession faces a crisis. There are so many fundamentals that are questioned nowadays, there are so many stakeholders, there is not even consensus about fundamental definitions. And it is quite obvious that it is impossible to keep on thinking that there is such an official as a 'records manager', that can take care of everything. He (or she) should know everything about preservation, quality management, information governance, information architecture, organization policies, standards, software, hardware, file formats, organization planning, the informal sides of the organization, the culture and the gossips. And this official should play a lot of roles at the same time: at least those of manager, keeper, controller, auditor, teacher, architect, policy maker, diplomat, trend watcher, business process engineer and customer services specialist. This official should be of mythological proportions in order to be all this at the same time.

David Bearman wrote almost twenty years ago that : "(...) *the responsibilities of records managers and archivists will shift from physical custody to administrative and intellectual control.*"<sup>40</sup> This development certainly became reality, and it turns to be even more complex. The function of records manager will dissolve into, and merge with, other functions and roles.

Is it possible to understand this crisis, these enormous changes in our discipline and the landscape in which this discipline is taking place? Information philosophy, as developed by Luciano Floridi, might offer a useful and appropriate starting point<sup>41</sup>. Floridi starts off with a historical context which is similar to Gleick's. History, as we understand it, started when human beings started recording information. Thus the start of history was also the start of information society. The pace of development was largely determined by the development of the means of communication. After the invention of printing it became possible to distribute information on a mass scale. The development of computers and networks made it possible to communicate on a mass scale, independent of location. This last development is called '*the fourth revolution*' by Floridi, after the revolutions headed by Copernicus, Darwin and Freud: '*Since the 1950s, computer science and ICTs have exercised both an extrovert and an introvert influence, changing not only our interactions with the world but also our self-understanding*'. In many respects, we are not standalone entities, but rather interconnected informational organisms or inforgs, sharing with biological agents and engineered artefacts a global environment ultimately made of information, the *infosphere*'.<sup>42</sup> Living in a digital environment means '(...) *living in an infosphere that will become increasingly synchronized (time), delocalized (space), and correlated (interactions)*'<sup>43</sup>. Floridi describes the new landscape for those on the losing side in the infosphere: '*One thing seems indubitable though, though: the digital divide will become a chasm, generating new forms of discrimination between those who can be denizens of the infosphere and those who cannot, between insiders and outsiders, between information-rich and information-poor. It will redesign the map of worldwide society, generating or widening generational, geographic, socio-economic, and cultural divides. But the gap will not be reducible to the distance between industrialized*

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<sup>40</sup> David Bearman, *Electronic evidence, strategies for managing records in contemporary organizations*, Pittsburgh, 1994, p.86.

<sup>41</sup> See Floridi, '*Information*', page 3-18

<sup>42</sup> Id., '*Information*', page 9

<sup>43</sup> Id., page 17

and developing countries, since it will cut across societies. We are preparing the ground for tomorrow's slums<sup>44</sup>.

As part of information philosophy, information ethics is being developed. The outlines of these ethics come very close to the fundamentals for information security, privacy regulations and records management. The core of information ethics is resistance against 'entropy': *'Entropy here refers to any kind of destruction, corruption, pollution and depletion of informational objects. (...) It holds that being/information has an intrinsic worthiness'*<sup>45</sup>. Information ethics is directed towards moral issues 'moral agents' encounter concerning information. These agents *'can use some information (information as a resource) to generate some other information (information as a product) and in so doing affect her informational environment (information as target)'*<sup>46</sup>. As to information-as-a-resource, the main issues are availability, accessibility and accuracy of information<sup>47</sup>. Moral issues about information-as-a-product arise on questions about *'accountability, liability, libel legislation, testimony, plagiarism, advertising, misinformation and pragmatic rules of communication à la Grice'*<sup>48</sup>. Information-as-a-target ethics is concerned with issues like confidentiality, privacy, security, piracy, open source, freedom of expression, censorship, filtering and contents control<sup>49</sup>.

The topics that are addressed by information ethics are daily concern for records management professionals. This means that the old world of archives and records is starting to meet the world of computer science and artificial intelligence: the disciplines that are the main roots of the information philosophy and information ethics described above. It gives a chance here to connect to our companions like information managers, ICT-architects and CIO's on a conceptual and even philosophical level. In a world where for example the Open Archives Information System (the OAIS model, described in ISO 14721<sup>50</sup>) should be connected with developments like cloud services, e-discovery and big data, this is not a luxury, but a necessity.

One might add that the world of archival theory has also a lot to contribute to this emerging information philosophy. What about for example the concept of authenticity, in the centuries-old, objectivist sense found in diplomatics and in the more recent subjectivist sense found in heritage studies? And what about the strong consciousness in the world of archivists about professional ethics, as laid down for example in substantial products like the Code of Ethics, the Declaration on Archives and Principles of Access to Archives by the ICA<sup>51</sup>?

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<sup>44</sup> Id. page 18

<sup>45</sup> Id. page 112

<sup>46</sup> Floridi, Luciano, *'Information ethics'*, in: Floridi, L. (ed.): *'The Cambridge Handbook of Information and Computer Ethics'*, Cambridge, 2010, page 77.

<sup>47</sup> Id., page 79

<sup>48</sup> Id., page 79

<sup>49</sup> Id., page 80

<sup>50</sup> [http://www.iso.org/iso/home/store/catalogue\\_tc/catalogue\\_detail.htm?csnumber=57284](http://www.iso.org/iso/home/store/catalogue_tc/catalogue_detail.htm?csnumber=57284) (Seen on September 29<sup>th</sup>, 2013)

<sup>51</sup> See <http://www.ica.org/?lid=5555>, <http://www.ica.org/6573/reference-documents/universal-declaration-on-archives.html> and <http://www.ica.org/download.php?id=2642> (seen on September 20<sup>th</sup>, 2013)

## Barbaric records management

All activities that we share under the header of “records management” can be seen as part of all three categories of Floridi’s information ethics, that is: towards information as a resource, information as a product and information as a target. Because records managers in the new landscape of the barbarians cover such a vast terrain, it is almost unthinkable that they can do it on their own, that they would not need cooperation with a lot of other professionals and that they would not change themselves, and dissolve into and merge with new roles, functions and professions.

When we follow Bailey’s “Records Management 2.0” and David Bearman’s observation about the changing role of archivists in organizations, I think that complex government organizations will need at least seven separate types of records management expertise to be able to become and stay accountable and transparent in the infosphere. They all evolve from the “Records Manager 1.0”:

1. *The Records Auditor* will cover the Third Line of Defence. He (or she) will carry out internal audits and will report about the state of records management to for example city council, directors and managers. He will have a big responsibility in building up, and sharing, knowledge about records management in the organisation;
2. *The Records Controller* will cover the Second Line of Defence. He will monitor compliance issues, will set up standards and guidelines for records management, carry out risk analysis and report to management. He will integrate his findings into the Planning&Control cycle of the organisation;
3. *The Records Quality Manager* will take care of creating and monitoring procedures and descriptions of processes and functions. He will give advice to the management about how to implement and manage quality systems as described in ISO 15489<sup>52</sup> and ISO 30300/30301<sup>53</sup>, and will integrate records management procedures into the general quality management cycles of the organisation;
4. *The Records Architect* will cover topics that concern information management and information architecture, including technology issues. He will take care that records management will be integrated into general information policies on all levels (strategy, structure and operations). He will also concern himself with issues concerning security, interoperability, cloud and privacy;
5. *The Records Capture Officer* will be responsible for carrying out the ingest of records into the appropriate information systems, as described in ISO 14721;
6. *The Records Preservation Officer* will be responsible for preservation, data management, retention and disposal as described in ISO 14721;
7. *The Records Accessibility Officer* will be responsible of keeping records available in whatever necessary and desirable way, as described in ISO14721;

When we follow Gartner’s analysis that we started off with people will have more and more “ready-to-hand” devices for using information. Government workers will be able to record information more and more intuitively. The Gartner’s report suggests that this development is an example of what Heidegger described as the way in which men create their own environment by creating and using effective tools<sup>54</sup>.

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<sup>52</sup> [http://www.iso.org/iso/home/store/catalogue\\_tc/catalogue\\_detail.htm?csnumber=31908](http://www.iso.org/iso/home/store/catalogue_tc/catalogue_detail.htm?csnumber=31908) (Seen on October 6<sup>th</sup>, 2013)

<sup>53</sup> [http://www.iso.org/iso/home/store/catalogue\\_tc/catalogue\\_detail.htm?csnumber=53732](http://www.iso.org/iso/home/store/catalogue_tc/catalogue_detail.htm?csnumber=53732) and [http://www.iso.org/iso/home/store/catalogue\\_tc/catalogue\\_detail.htm?csnumber=53733](http://www.iso.org/iso/home/store/catalogue_tc/catalogue_detail.htm?csnumber=53733) (Seen on October 6<sup>th</sup>, 2013)

<sup>54</sup> Howard et al., page 4

In the ever increasing complexity<sup>55</sup> of the world behind easy-to-use devices and growing amount of available information there is not (yet?) a new point within reach where our profession and its environment will be stabilized and where paradigms, concepts and instruments are crystallized. The place of what we call records management in the infosphere is certainly not fixed yet.

However, it is certain that the profession of records management has changed as never before. As in Baricco's "Barbari" these changes are not about simple adaptations to gradual developments or shifts, but a fundamental transformation. We might talk in terms of "DNA-change". Our very being undergoes a radical transformation. How these changes will materialize in this revolutionary era is not yet known.

With the growth of the infosphere the values of accessibility, sustainability and authenticity of information will become even more important. That will give us lot of opportunities to put ourselves into good places in the new landscape where Gartner's users and Baricco's "Barbari", rule the infosphere.

*"In a moment like this I get the urge to understand it. I do not know but maybe it has to do with this strange thing that I have been short of breath quite often lately and this strange inclination to swim under water for a long time until I finally notice that I have gills that can save me".<sup>56</sup>*

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<sup>55</sup> Howard et al., page 3

<sup>56</sup> Baricco, page 4