

Benchmarking Research

FINAL REPORT

Prepared for:



20 November 2018



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1. Executive Summary

Introduction

The State Archives and Records Authority of NSW is a statutory body established by the *State Records Act 1998*, with the Act providing for the creation, management and protection of the records of public offices of the State and for public access to those records.

Within NSW State Archives and Records the Government Recordkeeping Program is responsible for the administration of the *State Records Act 1998* through the provision of records management advice, standards, policies and tools to help NSW public offices meet Parts 2, 3, and 5 of the Act.

In 2018-19 a key focus of the Government Recordkeeping Program will be to improve understanding of recordkeeping obligations, with this focus to encompass a range of projects including:

- a new website made up of content from the Government Recordkeeping section of the NSW State Archives and Records' website and Future Proof blog
- review of current communication activities
- a new visual ID to present Government Recordkeeping as a modern and helpful regulator.

To inform the development and delivery of the above projects the Government Recordkeeping Program of NSW State Archives and Records has identified the need for:

- measurement to be made as to current levels of understanding of the *State Records Act 1998*
- information as to current practices and pain points regarding recordkeeping obligations within organisations
- understanding to be had as to the effectiveness of current communication strategies

With the above information to be used to both provide a benchmark measurement against which the effectiveness of initiatives to improve understanding can be measured, as well as provide insight and direction to inform the development of future information and communication strategies that will act to improve understanding and compliance.

The specific insights needed to provide the required depth of understanding to deliver to the above requirement, are detailed within the sections following.

Summary of Key Insights

PERCEIVED LEVEL OF RECORDKEEPING UNDERSTANDING

Employees working within the recordkeeping field, as well as those working in Councils and Universities, are significantly more likely to feel confident about their understanding of recordkeeping requirements.

RELATIONSHIP BETWEEN ACCESS TO INFORMATION & UNDERSTANDING OF REQUIREMENTS

There is a strong correlation between access to recordkeeping information and the degree to which an employee understands their recordkeeping obligations.

ADVOCACY IS HIGHLY DESIRED

Inductions and internal training are recordkeeping resources typically available and used by many organisations, yet these resources have limitations for some organisations. As a result, SROs seek stronger advocacy from NSW State Archives and Records to assist in heightening awareness and changing behaviour.

LACK OF SUPPORT

Senior Executives are often seen as a key barrier to implementing and encouraging recordkeeping practices. This lack of support is further evidenced by the IT department's conflicting technology-related interests, despite numerous attempts to educate them regarding their recordkeeping requirements.

MOVEMENT TOWARDS A POSITIVE CULTURE

There is clear movement towards a more positive recordkeeping culture, however persistence, time, and the right resources are key. This includes heightening employee engagement, changing mindsets, making use of recordkeeping advocates, and automating systems to streamline activities.

THE COMPLEXITY OF THE ACT

The Act is seen to be quite information-heavy and complex. Employees often feel misguided by their incorrect interpretation of what is expected of them.

KEEPING UP-TO-DATE WITH THE ACT

More 'current' information relating to the Act is desired by many SROs.

AWARENESS OF NSW STATE ARCHIVES AND RECORDS

There is strong awareness of NSW State Archives and Records, especially amongst Recordkeeping professionals, Senior Executives, and Universities. Despite this high degree of awareness, there is generally limited understanding of the specifics relating to the role and responsibility of NSW State Archives and Records.

ABILITY TO RESPOND TO GENERAL ENQUIRIES AND CUSTOMER SERVICE RECEIVED

NSW State Archives and Records is seen to offer great advice and knowledge for all matters relating to general enquires. Further to this, some SROs reported a less than satisfactory experience with the level of service they receive, particularly with the quality of response and the information provided.

KEY ATTRIBUTES RELATED TO NSW STATES ARCHIVES AND RECORDS STAFF

'Knowledgeable' and a 'good source of advice and information' were seen to be the two strongest staff attributes.

RECORDKEEPING AUDITS

SROs have reported a strong desire for their organisation to be audited or held accountable for not complying with their recordkeeping obligations.

DISSEMINATING RECORDKEEPING INFORMATION WITHIN THE ORGANISATION

Most employees reported receiving communication about recordkeeping through each of the prompted channels in the last 12 months.

TOP-DOWN COMMUNICATION

Recordkeeping information received from NSW State Archives and Records is often filtered and tailored to suit the needs of the wider organisation.

MOST PREFERRED COMMUNICATION CHANNEL

Direct email communication was the most popular form of communication desired from NSW State Archives and Records.

LESS TEXT AND MORE VISUALISED, SIMPLIFIED INFORMATION

Receiving information that caters for all learning styles, is highly appealing.

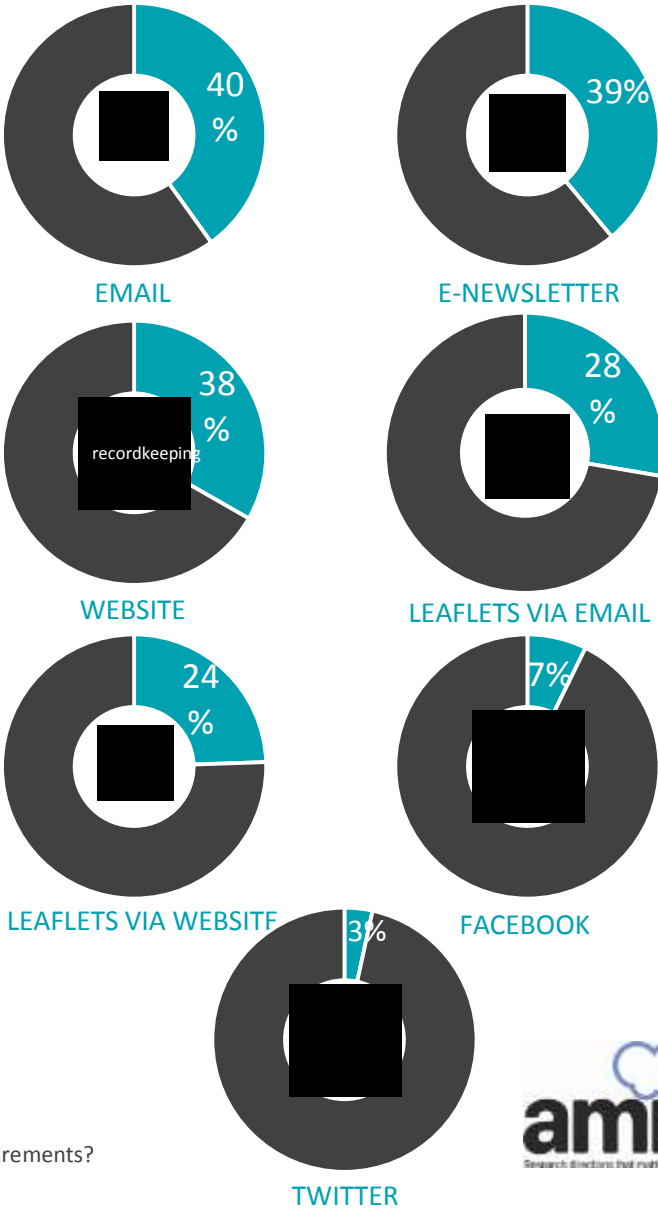
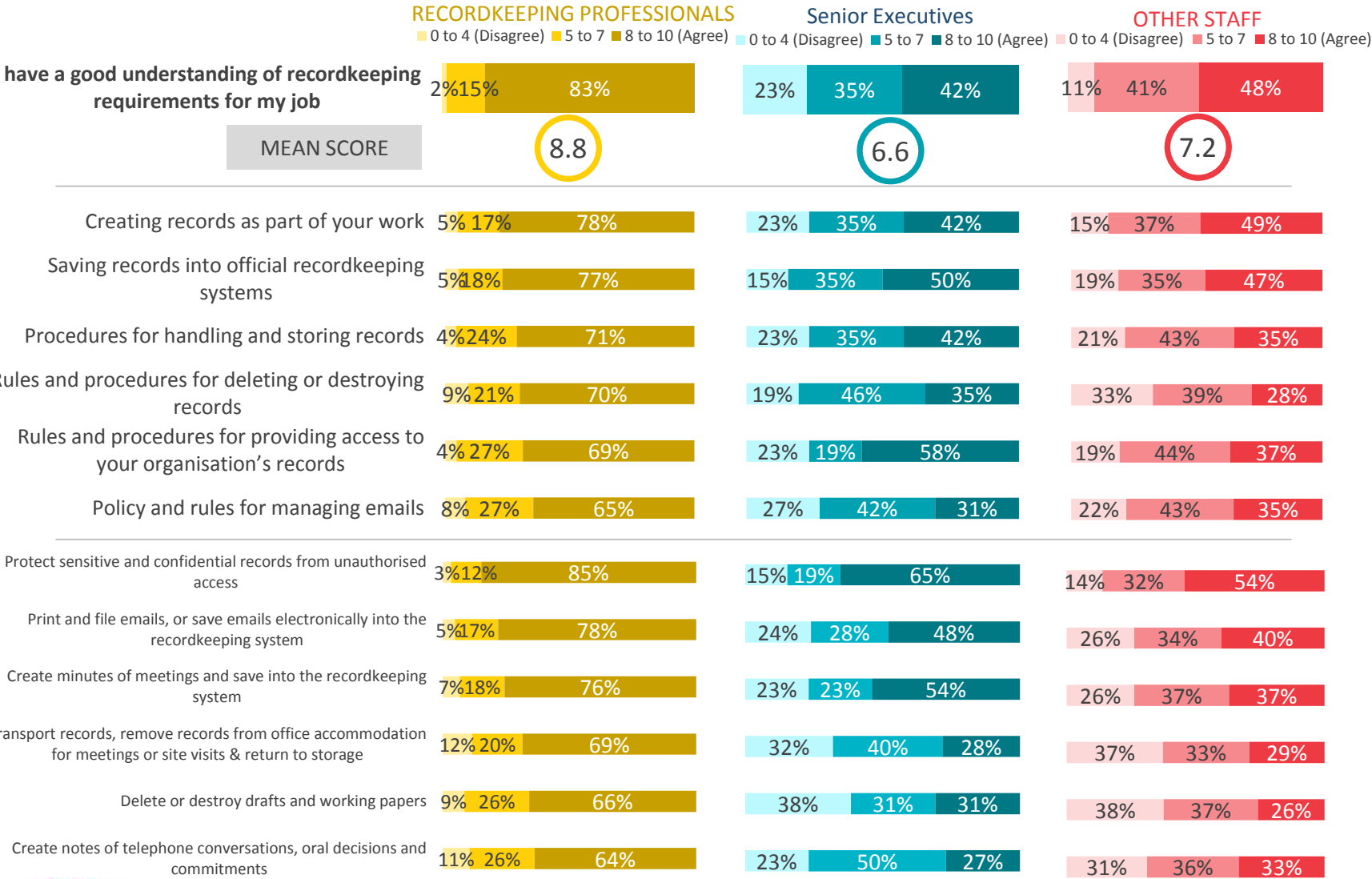
PRACTICAL AND RELEVANT

Public offices are seeking information that is relatable and directly applicable to their specific needs and recordkeeping requirements.

Degree of recordkeeping understanding
by Job Position

Summary Scorecard

Communication channel preferences
by Total Population (scores 8 to 10 – Interested)



2. Key Insights, in more detail

Key Insights (1 of 5)

PERCEIVED LEVEL OF RECORDKEEPING UNDERSTANDING

Employees working within the recordkeeping field, as well as those working in Councils and Universities, are significantly more likely to feel confident about their understanding of recordkeeping requirements.

As anticipated, recordkeeping professionals reported a higher level of knowledge of all records management processes than other groups, whilst Senior Executives struggled the most with 'policy and rules for managing emails' and other staff reported 'disposal of records' as the area they consider most challenging. Senior Executives and other staff also consistently reported low results across other key areas, reinforcing need for greater communication cut-through to those groups. An opportunity exists for NSW State Archives and Records to explore ways in which they can better support SROs to further educate and share information with the wider organisation to help heighten employees' confidence in their recordkeeping knowledge and skills.

RELATIONSHIP BETWEEN ACCESS TO INFORMATION & UNDERSTANDING OF REQUIREMENTS

There is a strong correlation between access to recordkeeping information and the degree to which an employee understands their recordkeeping obligations.

This pattern suggests that the lack of knowledge is strongly related to the lack of access to information and advice, which is further supported by the results reflected and assessed in more detail in reported exposure to different communication channels. Therefore, by assisting SROs with ideas on how to make information more easily *accessible* and *available* to employees, organisations can ultimately enhance their overall understanding of their recordkeeping obligations.

ADVOCACY IS HIGHLY DESIRED

Inductions and internal training are recordkeeping resources typically available and used by many organisations, yet these resources have limitations for some organisations. As a result, SROs seek stronger advocacy from NSW State Archives and Records to assist in heightening awareness and changing behaviour.

Induction for new employees typically involves some form of 'recordkeeping and management' component. Yet, for many organisations, this component is often very small and, therefore, subsequently only briefly discussed. Moreover, internal training is often challenged by high staff turnover, infrequent inductions, demographics of the workforce, geographically dispersed staff, lack of resources/budgets, non-mandatory training sessions, and general lack of interest in recordkeeping. This ultimately impacts productivity and degree of compliance. It is apparent that SROs would benefit from stronger advocacy from NSW State Archives and Records to help them heighten the importance of recordkeeping within the organisation which may potentially support their business case for more recordkeeping budget or resources.

Key Insights (2 of 5)

LACK OF SUPPORT

Senior Executives are often seen as a key barrier to implementing and encouraging recordkeeping practices. This lack of support is further evidenced by the IT department's conflicting technology-related interests, despite numerous attempts to educate them regarding their recordkeeping requirements.

As role models in their respective organisations, Senior Executives often regard recordkeeping as 'bureaucratic red tape' and 'archaic'. This lack of support only amplifies the resistance already evident across the wider organisation. As a result, there is a strong desire for SROs to be better supported by NSW State Archives and Records. The SRO's responsibility to carry out their role according to the Act is acknowledged. A possible solution to this strong desire for additional support, is to dial-up communication regarding *how* NSW State Archives and Records currently supports SROs - as it is often found, through the depth interviews, that SROs aren't fully across all the resources and support already available to them.

MOVEMENT TOWARDS A POSITIVE CULTURE

There is clear movement towards a more positive recordkeeping culture, however persistence, time, and the right resources are key. This includes heightening employee engagement, changing mindsets, making use of recordkeeping advocates, and automating systems to streamline activities.

Employee resistance to their recordkeeping obligations has been widely reported by SROs, but many of these SROs have shown determination and willpower to overcome this barrier. They are seeking additional support via ideas, examples, and case studies of organisations dealing with similar challenges. It is understood that NSW State Archives and Records currently provides such resources via multiple platforms - on the website, through forums, and blogs. However, it is apparent that there is low awareness of such resources and therefore there is an opportunity to heighten awareness by reviewing and modifying how these tools and resources are being advertised.

THE COMPLEXITY OF THE ACT

The Act is seen to be quite information-heavy and complex. Employees often feel misguided by their incorrect interpretation of what is expected of them.

Many SROs feel the need to re-read and digest the Act in 'bite-size pieces' to help them navigate through the complexities of the Act. As a result, they have a strong preference for condensed information or simplified explanations or summaries to use as a reference tool. It is understood that NSW State Archives and Records currently provide information leaflets – there is an opportunity to strengthen the publicity and accessibility of these valuable and highly sought after resources.

KEEPING UP-TO-DATE WITH THE ACT

More 'current' information relating to the Act is desired by many SROs.

Digitisation of records has played a significant role for many organisations in recent history. SROs are particularly interested in more information on best practices relating to transferring paper records to digital records and its potential challenges, including cloud integration and cyber security. Furthermore, many recordkeeping professionals expect information and resources regarding the Act to be better integrated with broader information management and data security principles, such as privacy. This information is currently available to SROs through the NSW State Archives and Records. SROs would benefit from learning more about how and where to access such tools.

Key Insights (3 of 5)

AWARENESS OF NSW STATE ARCHIVES AND RECORDS

There is strong awareness of NSW State Archives and Records, especially amongst Recordkeeping professionals, Senior Executives, and Universities. Despite this high degree of awareness, there is generally limited understanding of the specifics relating to the role and responsibility of NSW State Archives and Records.

Amongst SROs, it was clear that they were confident about their general knowledge, however limited understanding of matters beyond general knowledge was also evident. About 3 in 4 'Other Staff' (ie managers and non-managers without recordkeeping experience) reported having heard of the NSW State Archives and Records name, yet the same proportion said that they have only heard of the name or know little about what they do. According to SROs, the wider organisation may not necessarily have heard of NSW State Archives and Records, but are more likely to be familiar with their recordkeeping obligations through their internal policies and other documentation - therefore communication should continue to target the SRO-level, with less priority on reaching out to the wider organisation level.

ABILITY TO RESPOND TO GENERAL ENQUIRIES AND CUSTOMER SERVICE RECEIVED

NSW State Archives and Records is seen to offer great advice and knowledge for all matters relating to general enquires. On the other hand, some SROs reported a less than satisfactory experience with the level of service they receive, particularly with the quality of response and the information provided.

Areas that some SROs were less than satisfied with include: NSW State Archives and Records being under-resourced, lack of response timeliness, and receiving information that isn't helpful or relevant to their initial enquiry. It is recommended that NSW State Archives and Records review their handover protocols and monitor how complaints or constructive feedback are dealt with, to help ensure the NSW State Archives and Records' Guarantees of Service are continually being met.

KEY ATTRIBUTES RELATED TO NSW STATES ARCHIVES AND RECORDS STAFF

'Knowledgeable' and a 'good source of advice and information' were seen to be the two strongest staff attributes.

Most employees had a generally positive view of NSW State Archives and Records. The majority of recordkeeping professionals and Senior Executives believed that the organisation had 'knowledgeable staff' (79% and 82% respectively), with more than half of both groups also agreeing that it is a 'good source of information and advice', 'provides clear explanations about recordkeeping standards', and 'provides helpful resources and tools'. While strong scores, there is still a substantial proportion of employees who scored a 7 or less out of 10, which represents some areas that can be further reviewed and improved.

Key Insights (4 of 5)

RECORDKEEPING AUDITS

SROs have reported a strong desire for their organisation to be audited or held accountable for not complying with their recordkeeping obligations.

Audits and penalties for being non-compliant are believed to be non-existent. Many SROs have found employees (including Senior Executives) have become complacent and consider their recordkeeping obligations a low priority. There is an opportunity for NSW State Archives and Records to explore providing a formal audit or publishing results that benchmark an organisation's performance against other organisations. As a result, SROs may feel better supported in their role, feel more confident in asserting their authority within their organisation, and potentially receive targeted consultation and support tailored to their specific improvement areas.

DISSEMINATING RECORDKEEPING INFORMATION WITHIN THE ORGANISATION

Most employees reported receiving communication about recordkeeping through each of the prompted channels in the last 12 months.

The most common was through internal organisational communications (73%) or via a manager (72%). Encouragingly, more than half (59%) had participated in face-to-face training. Looking at specific types of communications, the most frequent form tended to be that provided by a senior recordkeeping professional (55% of records professionals reported receiving this 3 or more times). Managers, in addition to recordkeeping professionals, play a critical role when it comes to information sharing. NSW State Archives and Records should provide and make easily accessible information that is presented in a way that can easily be shared, e.g. infographics, short videos, or quick reference tools.

TOP-DOWN COMMUNICATION

Recordkeeping information received from NSW State Archives and Records is often filtered and tailored to suit the needs of the wider organisation.

The majority of SROs believe that there is no need for NSW State Archives and Records to communicate with the wider organisation, as information is often filtered through the SRO / Recordkeeping team and tailored to suit the organisation's specific needs. Therefore, content that can easily be shared by the SRO is key. Nonetheless, there were some SROs that were of the belief that NSW State Archives and Records can continue to provide support to their role by maintaining communication with CEOs, to help them reiterate and confirm the importance of being a compliant organisation.

MOST PREFERRED COMMUNICATION CHANNEL

Direct email communication was the most popular form of communication desired from NSW State Archives and Records.

Respondents were most likely to indicate a high level of interest in direct email communications from NSW State Archives and Records (40% giving a score of 8 to 10), with similar scores reported for an e-newsletter (39%) and via the website (38%). On the other hand, there was a clear lack of interest in receiving information via social media, with fewer than one in ten interested in Facebook (7%) and Twitter (3%). These results indicate that time and resources are best spent on email communication rather than social media.

Key Insights (5 of 5)

LESS TEXT AND MORE VISUALISED, SIMPLIFIED INFORMATION

Receiving information that caters for all learning styles, is highly appealing.

Although the information provided by NSW State Archives and Records is very helpful, there were some suggestions on how to communicate the text-heavy information to people who are more visual learners or who are time poor, examples include summarised content, infographics and flow charts.

PRACTICAL AND RELEVANT

Public offices are seeking information that is relatable and directly applicable to their specific needs and recordkeeping requirements.

Communication that includes practical information, case studies and examples is highly desired. It is understood that NSW State Archives and Records currently provides case studies on the website, yet these highly desired resources are underutilised, most likely due to low awareness. It is recommended that NSW State Archives and Records continue to provide and develop similar tools and review how these resources are being advertised and distributed.

SROs also suggested that emails should not only include 'advanced' information that is specifically targeted at SROs, but simplified content that is useful for non-recordkeeping professionals, therefore making it easier to share the information with the wider organisation.

3. Research Objectives, Design and Methodology

Research Objectives

Understand attitudes, values, and behaviours towards recordkeeping

Evaluate the current level of understanding of the obligations under the State Records Act

Explore key communications channels and resources used within organisations to assist in understanding record management obligations

Understand awareness and perceptions of the role of NSW State Archives and Records

Measure engagement with current forms of communication channels used by NSW State Archives and Records

Identify opportunities for improved targeting, messaging, and channel reach for NSW State Archives and Records' communication, and potential changes to its practices and resources used to communicate obligations under the Act

Research Design and Methodology

PROJECT STAGE	Project Planning Workshop	Stakeholder Consultation	Quantitative Fieldwork	Analysis and Reporting
PURPOSE	Prepare, plan and scope the project	In-depth consultation with key stakeholders (primarily SROs) to explore and review current understanding, processes and perceptions had at organisational level	Measure (quantitatively) current levels of understanding and recordkeeping obligation behaviours among government employees more broadly	Provision of benchmark measurement of current levels of understanding and behaviours – with recommendation as to optimal information initiatives to improve compliance moving forward
ACTIVITY	Two hour start up meeting with core project team members Confirm project objectives, scope, approach, key metrics, outcomes, timings, required inputs and responsibilities Finalised project plan that clearly outlines how objectives will be achieved	• n=15 consultations carried out with key organisations representing all four main organisation types • Conducted face to face / telephone and of one hour in duration • Identification and recruitment of participants facilitated by NSW State Archives and Records, with logistics and moderation by AMR	• Online survey • n=995 completed surveys • Target audience: Government employees with representation from all key organisation types, job positions, organisation size, and geographic location • 15 minute survey inclusive of 2 o/e questions • Recruitment of participants facilitated by NSW State Archives and Records • Data has not been weighted	Robust analysis of research data sets and delivery to research objectives through provision of clear insight, understanding and direction • Debrief workshop • Provision of detailed report inclusive of all findings, insights and recommendations • In-person presentation of results can be arranged upon request
TIMING	15 August '18	10 September to 5 October '18	10 September to 22 October '18	29 October to 20 November '18

Representation and survey profile

Implications for interpretation

The survey was based on NSW State Archives and Records emailing and encouraging Senior Responsible Officers to distribute the survey link broadly through organisations. NSW State Archives and Records had limited control over this distribution/sampling, and the profile of the 995 respondents was a practical response to the promotion of the survey. In addition, NSW State Archives and Records also contacted several communications personnel within these organisations and this resulted in intermittent spikes in response rates.

The survey sample, as shown in more detail in the **respondent profile** section, was not a strongly representative sample of the overall population by type of organisation, organisation size and overall location. Two organisations in particular (one regionally-based Local Health District, and one Department) accounted for two-fifths of the sample.

Senior Responsible Officers and recordkeeping professionals were also over-represented, accounting for over one-third of the sample. This pattern in particular leads to a number of perceptions and activities around recordkeeping being 'inflated'.

Given the sample profile, a focus of the analysis is on job position (see right hand chart), to obtain a good assessment of the perceptions and activities of the larger groupings of staff (non-manager in particular and also managers).

Comparisons by type of organisation, size and broad location are more challenging to assess given some of the strong patterns in the results (see right hand charts for illustration of profile by type of organisation).

Some additional analysis has been conducted to assess differences by type of organisation, taking into account the other main profiling variables.

Area	Organisation Type			
	Agency	LHD	Council	Uni
Sydney	93	18	34	14
Regional	5	82	22	86
Rural	1	0	44	0
<i>Sample</i>	<i>446</i>	<i>283</i>	<i>210</i>	<i>56</i>

Job Position	Organisation Type			
	Agency	LHD	Council	Uni
SRO	5	6	18	2
Recordkeeping prof.	28	14	35	36
NETT: recordkeeping	33	20	52	38
Other CEO/Sen. Exec.	<1	0	3	2
Other manager	14	19	9	16
Other non-manager	49	59	36	46
<i>Sample</i>	<i>446</i>	<i>283</i>	<i>210</i>	<i>56</i>

4. Results



Respondent Profile



Organisational Attitudes
and Behaviours towards
Recordkeeping



Knowledge and
understanding of
recordkeeping obligations



Perceptions of *State
Records Act 1998*



Perceptions and
understanding of the role
of NSW State Archives and
Records



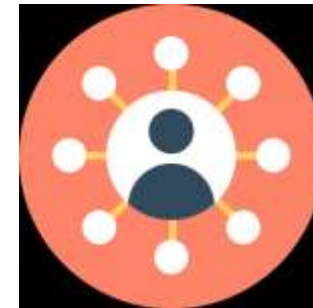
Sources of Information



A closer look at the
Government
Recordkeeping Website



A closer look at Online
Training offered by NSW
State Archives and
Records



NSW State Archives and
Records Communication
Channels



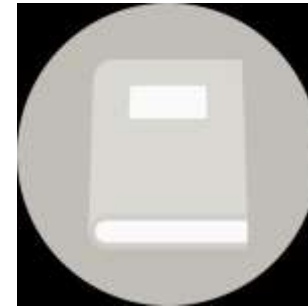
Respondent Profile



Organisational Attitudes
and Behaviours towards
Recordkeeping



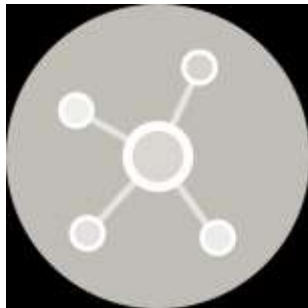
Knowledge and
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recordkeeping obligations



Perceptions of *State
Records Act 1998*



Perceptions and
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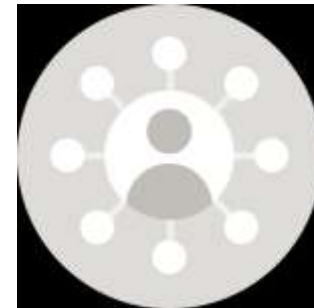
Sources of Information



A closer look at the
Government
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NSW State Archives and
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Channels

Respondent Profile

In-depth Interviews

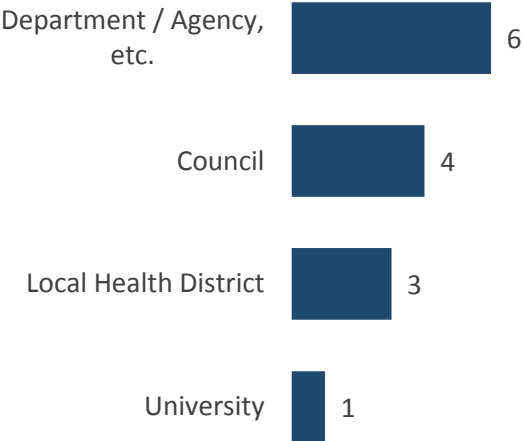
PARTICIPANTS



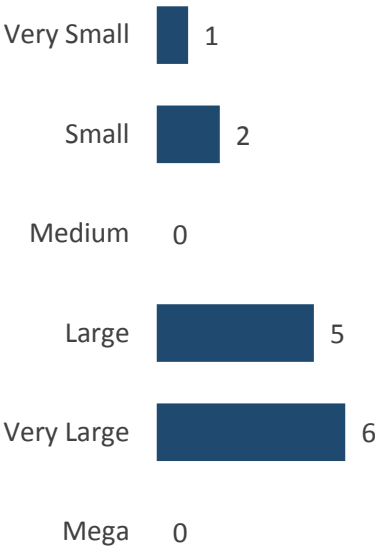
x15

Primarily Senior Responsible Officers,
but inclusive of Responsible Officers

ORGANISATION TYPE



SIZE OF ORGANISATION



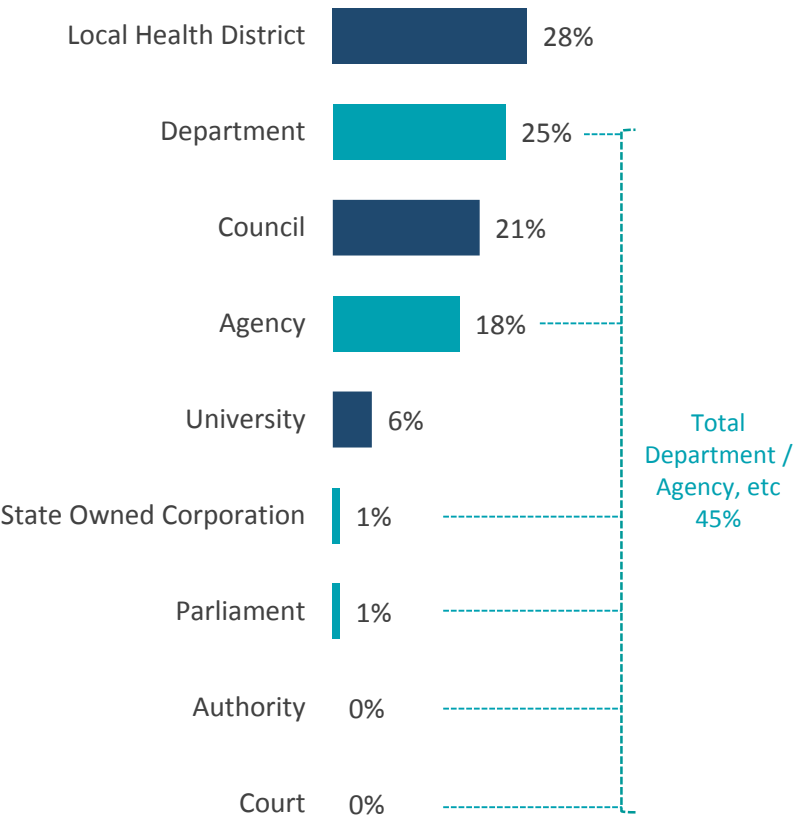
LOCATION



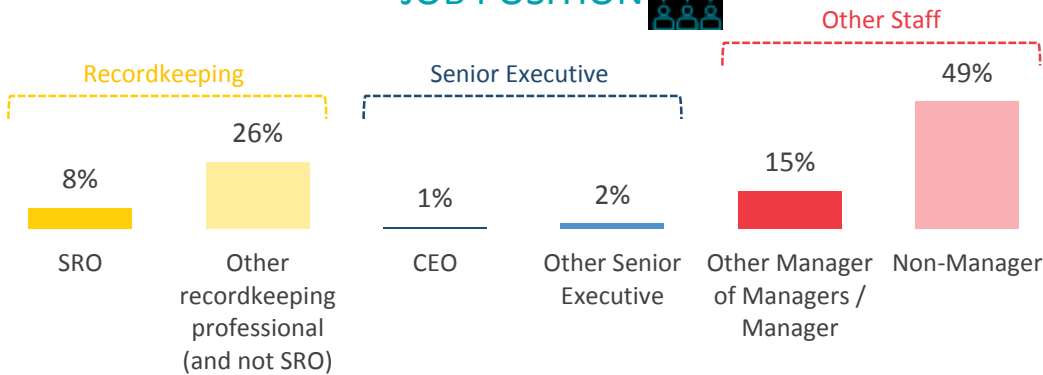
Respondent Profile

Survey respondents

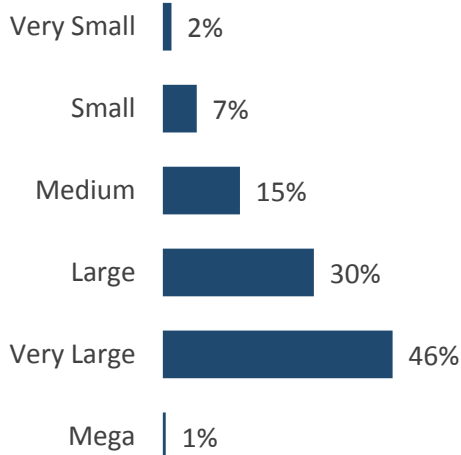
ORGANISATION TYPE



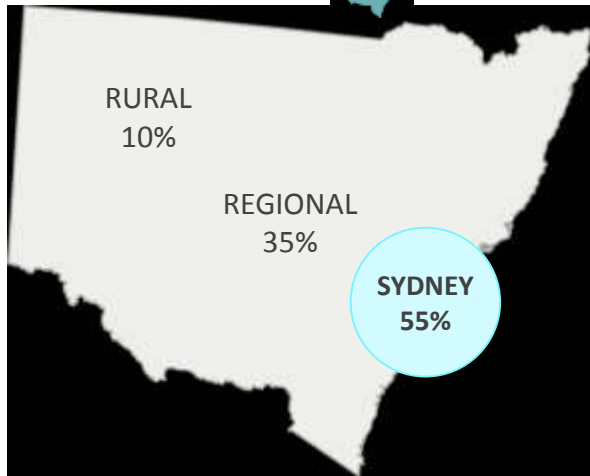
JOB POSITION



SIZE OF ORGANISATION



LOCATION





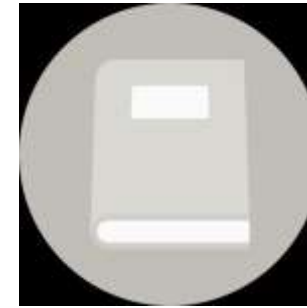
Respondent Profile



Organisational Attitudes
and Behaviours towards
Recordkeeping



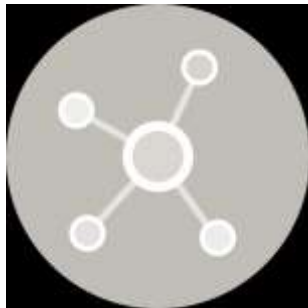
Knowledge and
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Perceptions of *State
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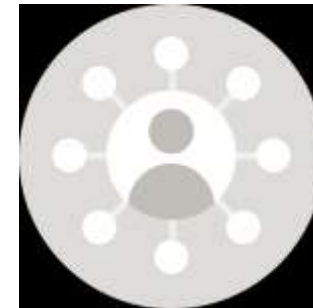
Sources of Information



A closer look at the
Government
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NSW State Archives and
Records Communication
Channels

SEGREGATED WORKFORCE

Clear division in attitudes and degree of recordkeeping competency is evident, especially in organisations that have distinct sub-groups of employees – e.g. corporate vs 'in the field' staff; government vs non-government background; metro vs regional location; older vs newer staff, professional vs academic background, etc.

"Newer staff have no clue, and you certainly get the people that just have no idea and just chuck whatever".

"I think it's fair to say there are some differences between faculties in the way in which they manage their records".

"I think it's more the outdoor component... people that are operational, probably don't realise that the documents that they're generating are corporate information. Their supervisors do, and that's how that corporate information gets into the system".

"In relation to our recordkeeping processes, you have one half of the organisation, which was always a government organisation, which always followed government recordkeeping principles use electronic recordkeeping systems and had policies and the like. Whereas, the other half of the organisation came from a non-government background. They did not have specific recordkeeping policies".

"When you bring in people from private sector who haven't traditionally operated under the State Record Act, they really come in and go wide".

"Your outdoor staff would not [use the electronic learning management system]. Your operational staff is only in the field. But indoor staff, they all have things called KPIs, performance indicators".

"I think it's more the position [of the employee] that would determine how much knowledge they have, not only of the State Records Act, but even our internal procedures".

EMPLOYEE RESISTANCE

The recordkeeping practice is seen to add to the already heavy workload of many staff, resulting in resistance or discouraging staff from applying these practices in their day-to-day role. Employees are often seen to opt for the 'easiest' way of doing things, rather than the 'compliant' way. Despite the actions of many employees, SROs believe that the benefits of being compliant are actually understood by many.

"It creates additional administrative [work]...has an impact on productivity - it reduces productivity in one sense with an individual, but also, if recordkeeping is done well, has the ability to assist with productivity of other areas".

"Duplication of efforts".

"I think we all value things a bit differently in terms of the records that we create. There's different thoughts about how we should deal with records. And it's kind of like ... You can get a bit of like an old way of thinking of let's just stick with the document that we have, and let's not make any changes".

"I've read our procedures, so, it's easy for me. But for a lot of people, they find it really daunting and a blocker for them to do their work. Having to open their system and navigate through it and title something, guidelines on titling... be the metadata of that file. I think a lot of people find it as a hindrance because it is more steps. People see it as a blocker for them completing their work efficiently".

"People are generally overwhelmed in their jobs as it is. There's such high workload and many policies and procedures to follow. So, it is just sort of that one extra thing that they have to think about. So, with that lack of being shown how to use it and having to take personal responsibility for teaching themselves, that's just a massive hindrance".

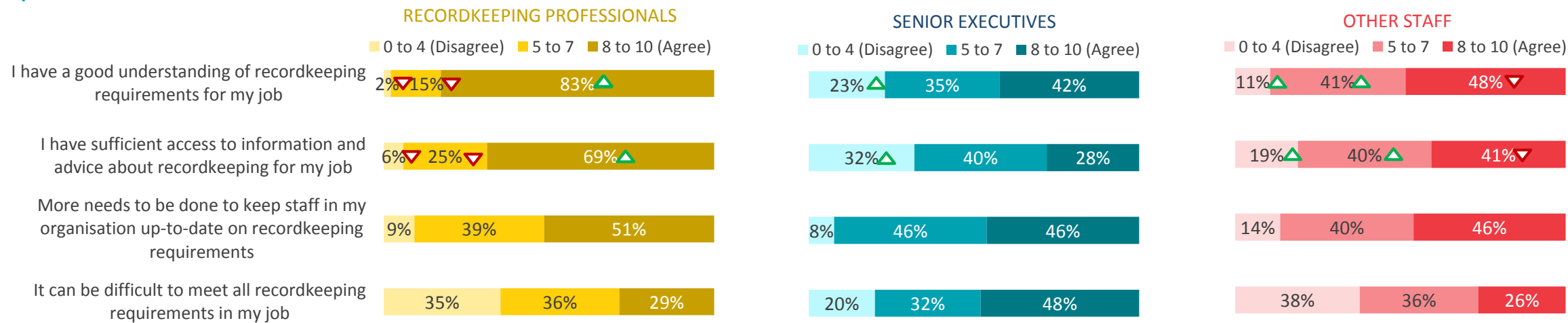
"Probably the biggest one is volume [of work]. The outcomes need to be recorded as records, but there may be issues during the thing where a new document will be submitted to something and making sure you get the right versions of everything in the record's chain is a challenge to people..."

General perceptions of recordkeeping within organisation

By Job Position



To what extent do you agree with the following statements? By Job Position



Ratings of understanding of recordkeeping requirements, and access to support resources, were high among recordkeeping professionals, including SROs (83% and 69% respectively). These ratings were significantly higher than those given by other employees, with both more senior staff and others recording 8-10 scores under 50%. It was Senior Executives who were most likely to find it hard to meet their recordkeeping obligations (almost half at 48%). However, all three staff groups showed similar levels of agreement that more needed to be done in the organisation to support their staff to fulfil their recordkeeping obligations.

General perceptions of recordkeeping within organisation

Themes

Of the four general perceptions, there was a relatively strong positive relationship* between the two covering access to information and understanding of requirements:

- *"I have sufficient access to information and advice about recordkeeping for my job".*
- *"I have a good understanding of recordkeeping requirements for my job".*

The relationships of these two perceptions with the more negatively positioned perceptions were substantially lower:**

- *"It can be difficult to meet all recordkeeping requirements in my job".*
- *More needs to be done to keep staff in my organisation up-to-date on recordkeeping requirements".*

This pattern suggests that lack of knowledge is more strongly related to lack of access to information and advice, and this was assessed in more detail in reported exposure to communications.

The pattern also indicates that a lack of knowledge or access to information is not as strongly related to perception of difficulty of recordkeeping requirements, giving a stronger focus on ways to facilitate communication.

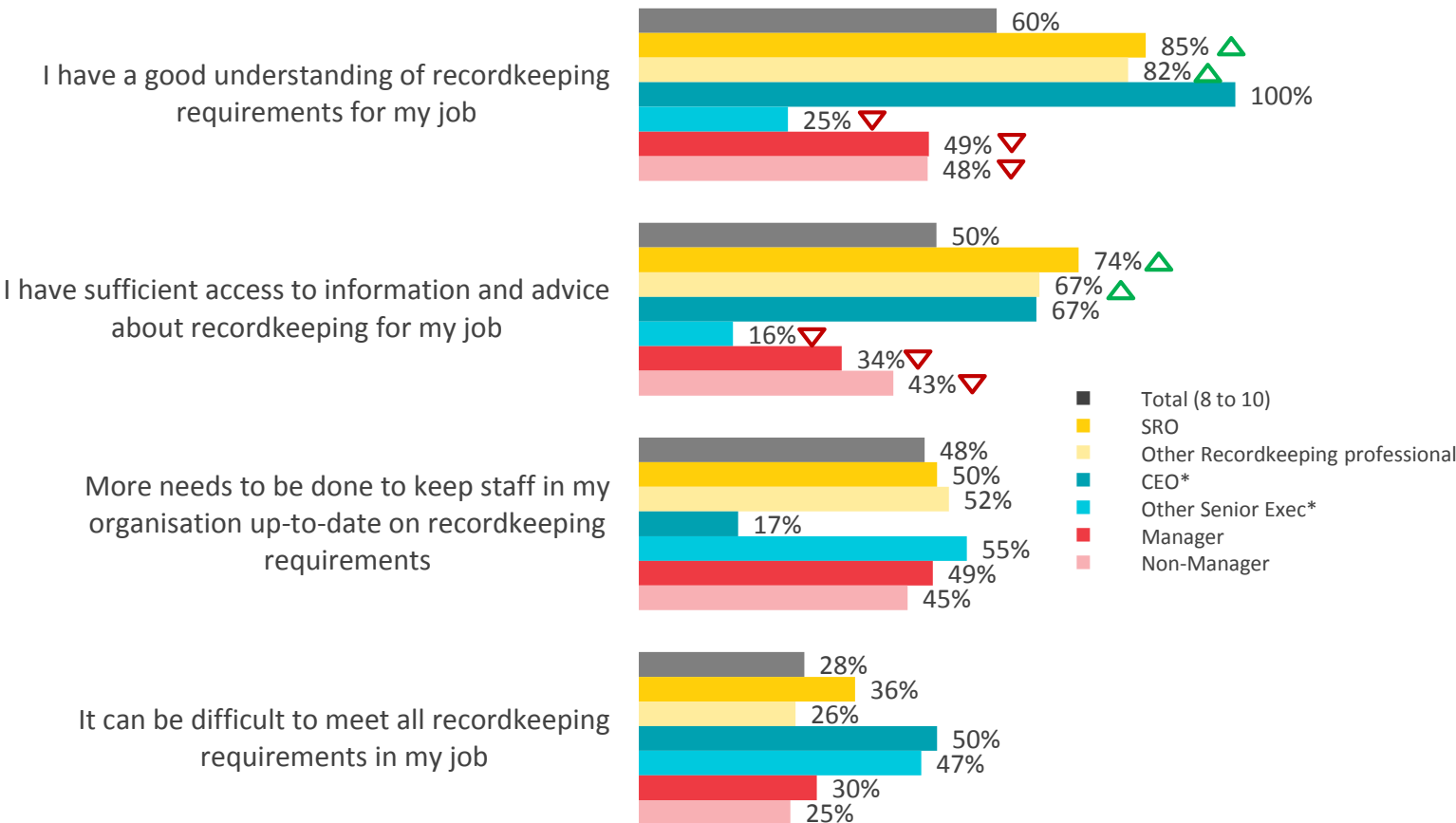
General perceptions of recordkeeping within organisation

By Job Position



To what extent do you agree with the following statements?

By Job Position; Scores 8 to 10 (Agree)



Closer analysis of each statement by individual position types clearly shows that everyday staff and managers outside of recordkeeping roles were less confident in their current level of knowledge and access to resources. However, Senior Executives were the staff most likely to actually feel that they struggle to meet their requirements.

Around half of all staff believed that they have enough access to information and advice, and a similar number agreed that more needs to be done in their organisation.

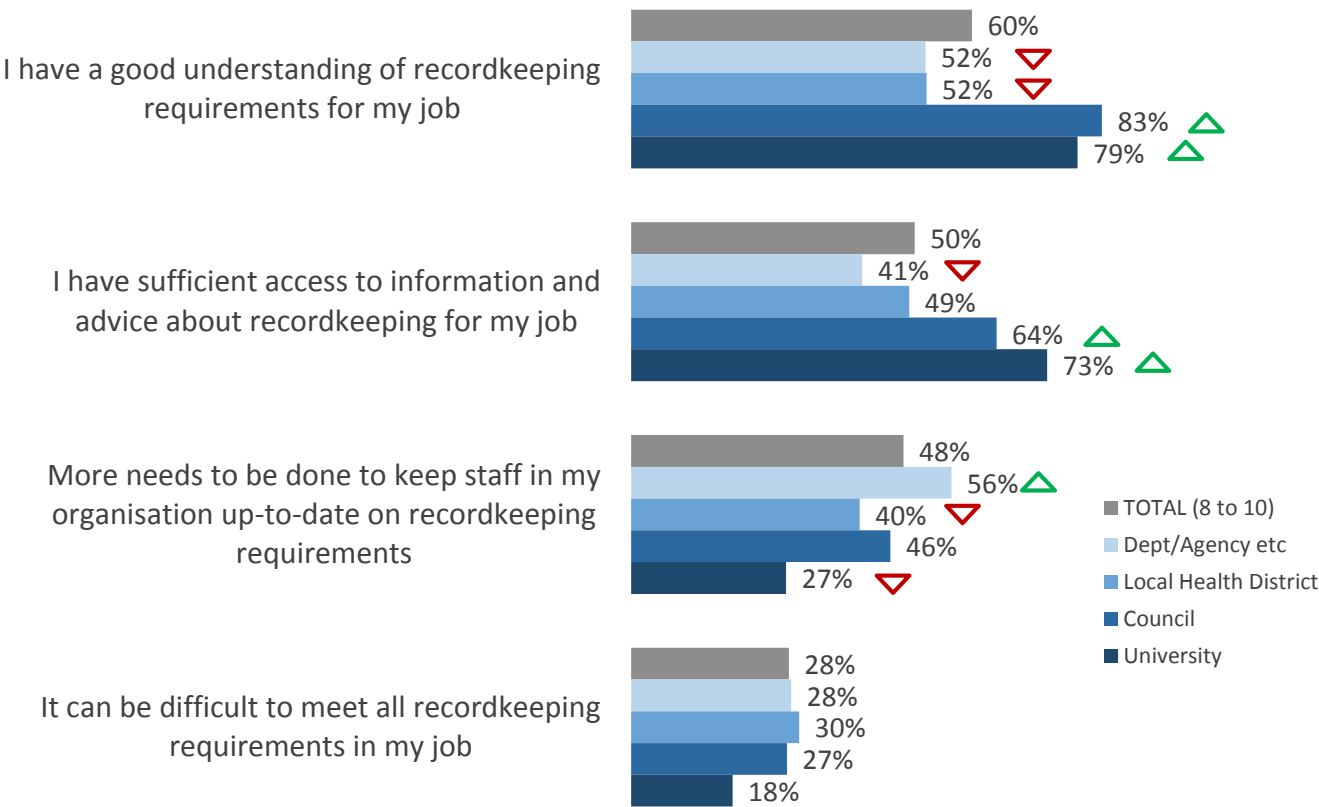
General perceptions of recordkeeping within organisation

By Organisation Type



To what extent do you agree with the following statements?

By Organisation Type; Score 8 to 10 (Agree)



When analysing by organisation type, it was clear that those employed at Council and Universities have more confidence in their recordkeeping understanding – 83% of those at Councils believed they have a good understanding of their requirements compared to just over half (52%) at both Departments and LHDs, and almost three quarters (73%) of those at Universities were happy with the access to support resources they receive. The higher results for Councils and Universities remained when accounting for the other main profile variables. In addition, Sydney was associated with higher agreement, on understanding and access, with rural NSW lower.

Those working in Departments or Agencies were significantly more likely to agree that more needs to be done there to support staff to understand their obligations (56% vs 27% at Universities). This pattern was also maintained when accounting for other variables.

“At the end of the day, whenever you've got staff in an organisation, trying to make them understand and clear about what their recordkeeping responsibilities is *always* a challenge”.



INDUCTION

Induction for new employees typically involves some form of 'recordkeeping and management' component. Yet, for many organisations, this component is often very small and, therefore, subsequently only briefly touches on this very important topic.

"Very limited [recordkeeping information shared in induction]. It's more of a checklist"

"[Our current induction] is not sufficient. I'm hoping as a part of the records management framework that I'll develop, which will include a policy and procedure and an update of our operating guideline, that can be provided to them in their induction packs, where they actually need to mandate that they've understood our values, our behaviors, and our policies, and procedures. And that it's included in PDP discussions".

"Orientation for new staff onboarding - we've got a little 15-minute time slot. I talk about privacy and records management in that".

"We do have some e-learning courses for beginners. It's also part of the induction, but are maybe every quarter, and that's just an introduction".

INTRANET

To further develop staff knowledge and competence, for many of the larger organisations, information is shared via the intranet.

There's a policy registrar on the intranet. Obviously, there's always exceptions with people not going with the policy, but there's a good approval mechanism. It goes through governance, that kind of thing. All of the resources are there for people to do it".

"[The intranet has] got all the different work places broken up by the services of the organisation. The intranet links to that so it makes it really easy for staff who come in the organisation to see what they're supposed to be responsible for, what they're supposed to be looking after".

INTERNAL TRAINING

Internal training is often challenged by high staff turnover, infrequent inductions, demographics of the workforce, geographically dispersed staff, lack of resources/budgets, non-mandatory training sessions, and general lack of interest in recordkeeping . This ultimately impacts productivity and degree of compliance.

"Staff turnover has got to a point where they've got too many people that's new that don't know, so we need to go back in".

"We still have problems with the skill levels in records management, getting people to training or making sure that new staff are provided with the appropriate training and supervision that they require".

"Inductions probably only held maybe every quarter - and that's an introduction. So in the meantime that the staff come in, they want their staff to be [using Trim] and doing what they need to do it on the day they start. So it's that problem of bad ... someone with bad habits teaching someone with bad habits, so being passed on their bad habits".

"We're a small team with a very large geographical area to cover. So coming up with a system that would work for that, because we can't be everywhere, so it has to come to us".

"We do have some e-learning courses for beginners. It's also part of the induction, but are maybe every quarter, and that's just an introduction".

"We do run training courses, we might run them once every six months, we have found in the past that if we do run courses sometimes people don't know ... there's hardly any enrollments and so on".

"At the end of the day, whenever you've got staff in an organisation, trying to make them understand and clear about what their recordkeeping responsibilities is always a challenge".

"The barrier is training, face to face training. And we're vastly spread across the state of New South Wales, so, it will be a significant budget to typically, to train all staff face to face. But it's absolutely desperately needed in order to get our staff on board with using the system".

"If there was the support and the physical training, I strongly believe that they would absolutely come to use the system. We have a lot of males that are 50, who predominantly work in the field and an expectation of them to complete an e-learning course or read pages and pages of the procedure manual in order to save their records adequately in an electronic replicating system, at the end of the day, is quite unreasonable".

"We have difficulties getting volume of people. So because we get an external contractor in, sometimes we have to cancel because we don't have enough people".

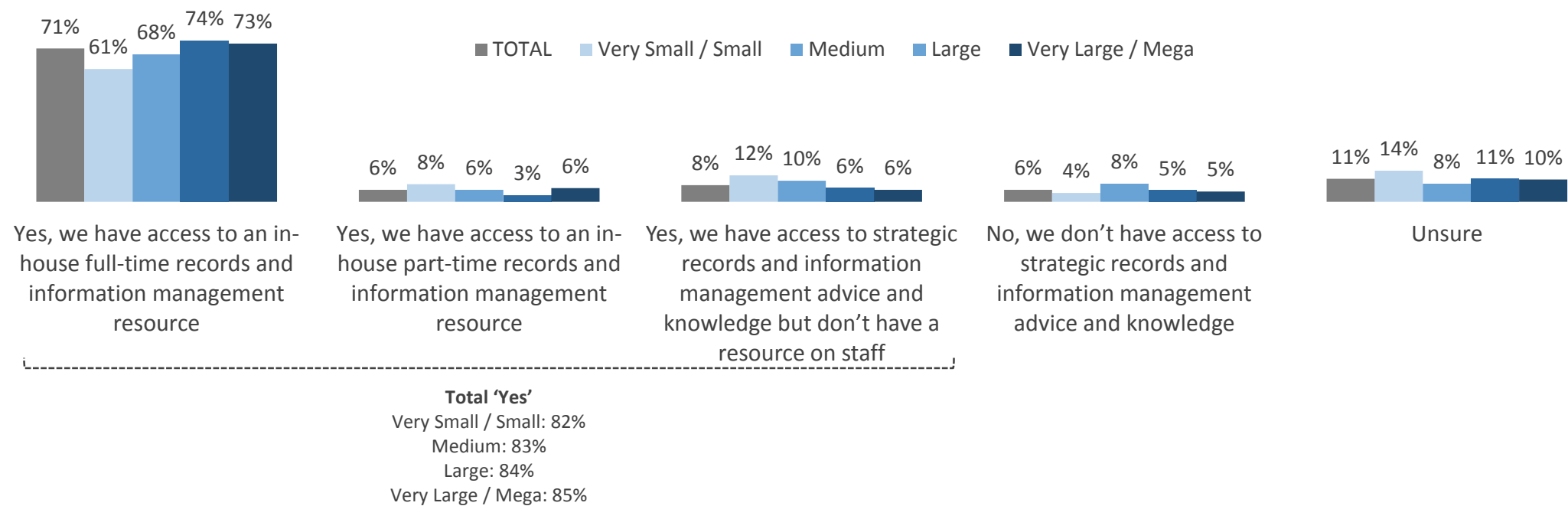
In-house advice and knowledge

By Organisation Size



Access to in-house records and information management advice and knowledge

By Organisation Size (only asked of Recordkeeping Professionals and Senior Executives)



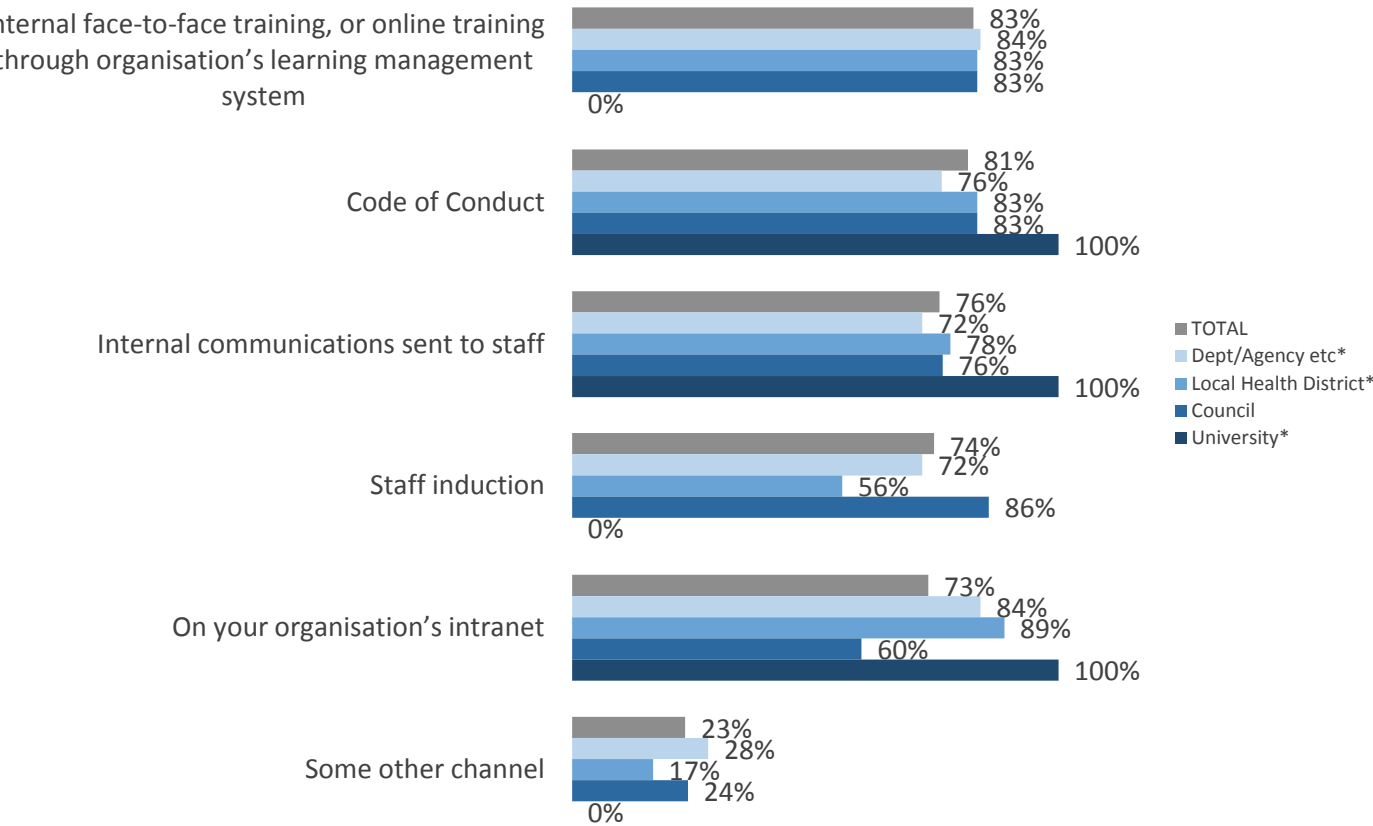
In a positive result, more than seven in ten respondents (71%) indicated they have access to a full-time records management resource.

Recordkeeping requirements within organisations

By Organisation Type



Does your organisation cover recordkeeping requirements for staff in any of the following?
 By Organisation Type; Answered 'Yes' to having access to in-house advice and knowledge (only asked of SROs and CEOs)

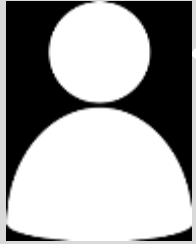


Among those whose organisation did offer access to some form of information management resource, there was little difference across organisation types in how requirement were communicated. The most commonly cited means of doing so were via some form of internal training (83%) or the Code of Conduct (81%).

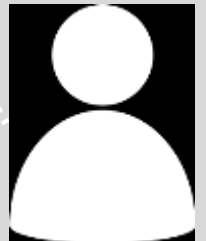
Coverage of records management in staff inductions appeared less common in Local Health Districts (56%), and Intranet communication less so at Universities (60%).

Among 'other' channels, there was some reference to email, flyers and newsletters, already covered in internal communications. In addition, there were some mentions of meetings/presentations/visits, and manuals/procedures.

“We've had a number of issues with the Directors, part of the Executive. One of the Directors who was very new, when we try to explain an issue, told us he didn't care because records were just very bureaucratic red tape”.



“Get all the CEs together and give them all records management training... just give them all the quick overview of State Records' compliance requirements in one of those forums and hit them that way”.



CONFLICTING INTERNAL INTERESTS

General disregard for the importance of recordkeeping was reported by some SROs, especially when it involved conflicting IT department interests.

"Our challenge, key challenge, in the corporate records, is getting the message out there. Not everyone wants to know about the right way to do it, you know?"

"[IT were] going around to departments and talking about restructuring their share drives. We went, 'hang on, we probably have an opportunity here to give them some advice on recordkeeping and practice recordkeeping at the same time'. So we had an initial meeting. [The response was] 'No, that'll slow down our project too much'... that's where we had a little bit of resistance there".

"There was quite an issue when we had two new business systems implemented. Although we were promised that this would be happening and that would be happening, in effect none of the systems, and we're talking like \$15 million systems, didn't comply, didn't integrate with our records management system".

"We're not doing this correctly, there is a major issue here. It went on for months. And then I got so concerned I had to sit down and actually write to the Director and sort of say 'this is where all the issues are'. Regardless that you're saying this is the way that technology's going, we've still got to have some sort of records keeping compliance, and this system doesn't comply. So it got to that stage where I had to say I'm going to have to advise State Records that all our records and our whole records management system does not comply with these new systems that you're implementing".

"[IT] have the requirement on records management for a new system, but most of the time I find that the IT Director has more focus on, "How could we keep up with the technology" [as opposed to] "How we can make it compliant"".

"IT's focus is, "Oh, let's use the new technology". So you now have your document managed in the cloud, so fantastic. So they only look at that, but they don't look at, "What are the issues? Where's the location of the site? How would that conflict with the State Records Act?" So yes, State Records have that information online, but those IT people know nothing about it. No matter how hard I raise it with them".

"It's quite frustrating that [Google Drive] is being pushed so hard via the IT department as this amazing collaborative platform for us to use but it completely contradicts the point of using an electronic replicating system. It completely contradicts the policy and the legislation because it's just we can't apply good governance on Google Drive at all. So, we just fall down completely".

LACK OF SENIOR EXECUTIVE SUPPORT

Furthermore, this general disregard for recordkeeping is amplified by the lack of Director and Senior Management support.

"We've had a number of issues with the Directors, part of the executive. One of the Directors who was very new, when we try to explain an issue, told us he didn't care because records were just very bureaucratic red tape".

"We're still having these issues where people won't sign off on sort of policy because it seems a bit archaic".

"I think the main challenge is whether the support is adequate from the Senior Executives".

"Because of staff changes, because of the restructure that keeps going on, and Senior Managers don't have any idea about records management".

"Just yesterday I had meeting with my Director, I raised the issues to him... so most of the time he probably understands half, not all".

"If Senior Management don't want to hear, your voice is basically not there".

"I found that most of the time [Senior Managers] ignore requirements. That's how I see it".

"The barrier being that I have very little buy-in from the Senior Executives. And that is a Senior Executive Management team, so, comprises of our CEO and all his direct reports in general managers and directors and it's just not a high priority for them at this point in time".

"Get all the CEs together and give them all records management training... just give them all the quick overview of State Records' compliance requirements in one of those forums and hit them that way".

KEEPING UP THE MOMENTUM

Some SROs have reported that was particularly challenging to keep the momentum going and to continue to encourage staff to embrace recordkeeping policy and practices. On the other hand, some organisations have found a way to overcome this barrier and that is by engaging the wider organisation - to make other non-recordkeeping staff feel responsible and accountable for their recordkeeping tasks.

"I'd say there's a positive attitude towards it, but then we don't embed it well enough. We've got great policies and great systems and great structure. A lot of work in investment has gone into them. But then we roll them out and then we leave them".

"We are doing a lot more engagement across the organisation about what the requirements are, and starting to get more involved in some projects".

"I took a very collaborative approach to it... I wanted to make sure that there was some ownership really over this policy, I thought that was very important. I mean, as the new guy here, I didn't want to come across as a taskmaster. I really wanted to make sure everyone felt a little part of it, that they had helped create it".

"Promoting or ensuring staff engagement and training".

"I am in the process of developing a records management framework that's more unique to our agency. But in developing our own I'd like more buy-in before I actually start communicating because it's easy to write a policy on it or a procedure on how to use it. But if I don't have buy-in from people wanting to use the system then I don't see the point in communicating that just yet".

"We're trying to make it much more self service to take away that view that it's an administrative function and make it more of a view that it's everybody's function".

POSITIVE FUTURE OUTLOOK

Further to this, there is clear movement towards a more positive recordkeeping culture, however persistence, time, and the right resources are key. This includes changing mindsets, making use of recordkeeping advocates, and automating systems to streamline activities.

"People are not seeing it so much now as a chore, as a burden, but something ... well, it's practical and it's necessary and we have that responsibility. So yeah, I think it's slowly changing".

"We talk about recordkeeping practices or make updates or announcements using the online community. For keeping touch with people that way has been really handy and [our internal recordkeeping advocates for each office] have been really great in taking it upon themselves to disseminate any information in their office, or their region".

"[Our internal recordkeeping advocates] have their own group and they've also taken it upon themselves to promote the use of the system and the benefits of electronic recordkeeping and consistency in record".

"Easy as I can [make it] without making it too onerous, but still trying to keep in line with the legislation".

"Having a system that can collect that information automatically puts that back to our corporate system, is where we're ultimately trying to get to. That takes time".

"We have an information management working party, which is made up of key stakeholders from each of the different departments, kind of like the power users. We are change influencers, so whenever we have major change or upgrade, an upgrade to records management system, they're the people that we'd be working with more to try to give them a better understanding of the changes that are occurring and help us disseminate information to their teams. They know their teams better than we do, really".



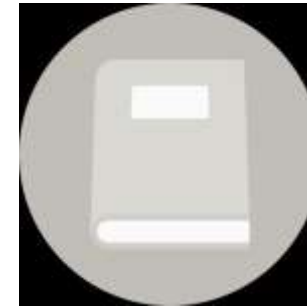
Respondent Profile



Organisational Attitudes
and Behaviours towards
Recordkeeping



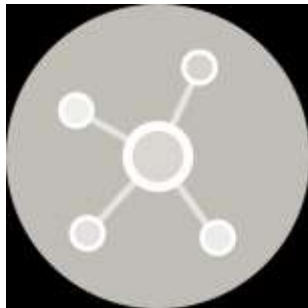
Knowledge and
understanding of
recordkeeping obligations



Perceptions of *State
Records Act 1998*



Perceptions and
understanding of the role
of NSW State Archives and
Records



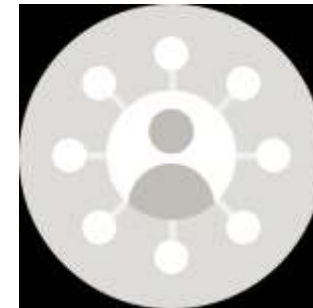
Sources of Information



A closer look at the
Government
Recordkeeping Website



A closer look at Online
Training offered by NSW
State Archives and
Records



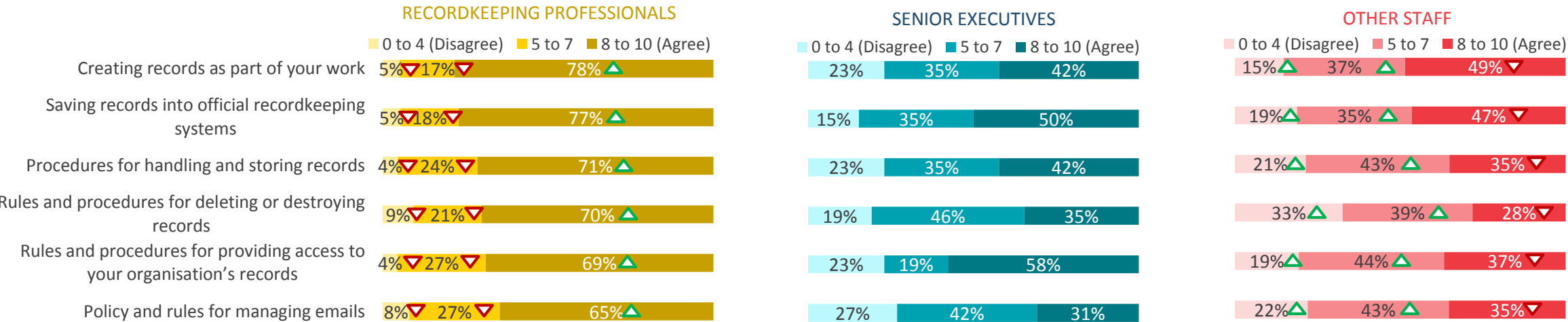
NSW State Archives and
Records Communication
Channels

Understanding of recordkeeping obligations

By Job Position



How well do you consider you are up-to-date on the following requirements? By Job Position



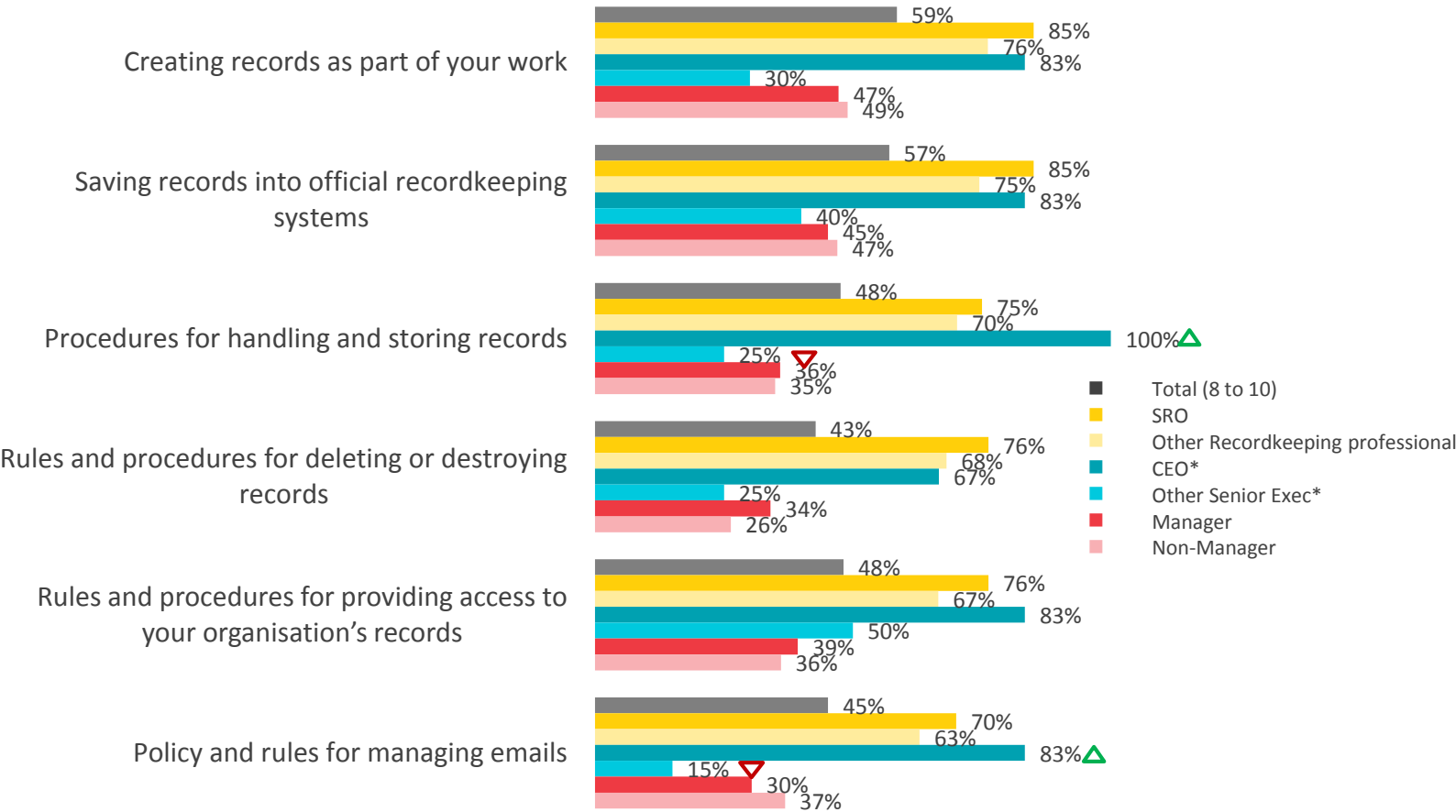
As anticipated, recordkeeping professionals reported a higher level of knowledge of all records management processes than other groups, with usually between two thirds and three quarters indicating a high level of agreement. Other staff were less confident, with the lowest-scoring results including 28% of non-senior other staff believing themselves up-to-date on disposal procedures, and 31% of Senior Executives giving a positive score for their understanding of ‘policy and rules for managing emails’.

Understanding of recordkeeping obligations

By Job Position



How well do you consider you are up-to-date on the following requirements?
By Job Position; Scores 8 to 10 (Agree)



Split out further into individual job types, the results clearly showed that Senior Executives other than CEOs reported the lowest current levels of knowledge – one in four felt they knew how to handle, store, delete and destroy records, and only 15% were confident managing emails.

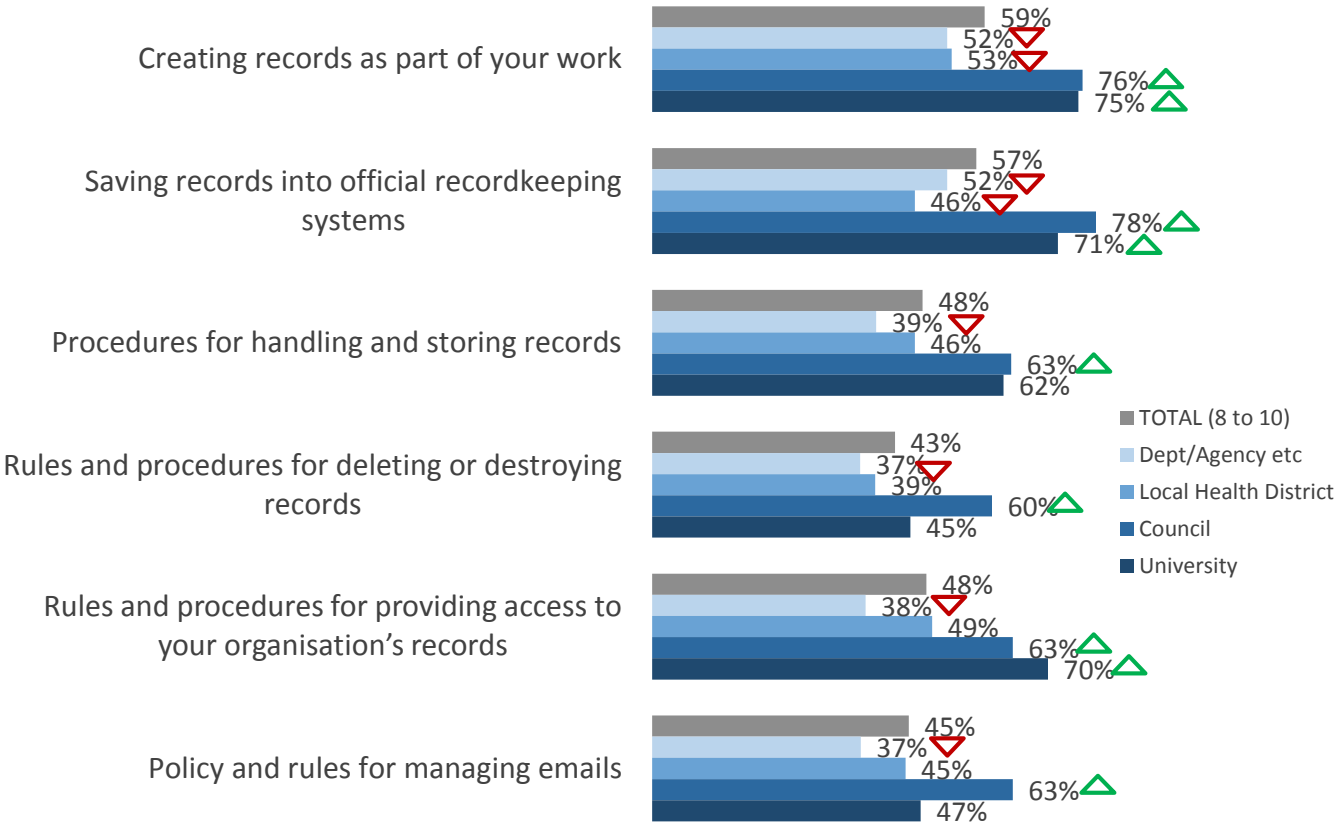
Consistently quite low results were also reported among managers and other less senior staff, reinforcing the need for greater communication cut-through to those groups.

Understanding of recordkeeping obligations

By Organisation Type



How well do you consider you are up-to-date on the following requirements?
By Organisation Type; Scores 8 to 10 (Agree)



As with several other measures, Council and University staff were more confident in their recordkeeping knowledge and practices than those working at Departments and LHDs. The stronger results for Councils and Universities remained when taking into account the other main profile variables.

There were especially clear differences in knowledge of policies surrounding access to the organisation's records (70% up-to-date at Universities vs 38% in government Departments) and of process around saving information into recordkeeping systems (78% of those at Councils vs 46% in Local Health Districts).

Focusing on managers and non-managers, there were again trends for agreement to be higher in Sydney and lower in rural NSW on most of these requirements.

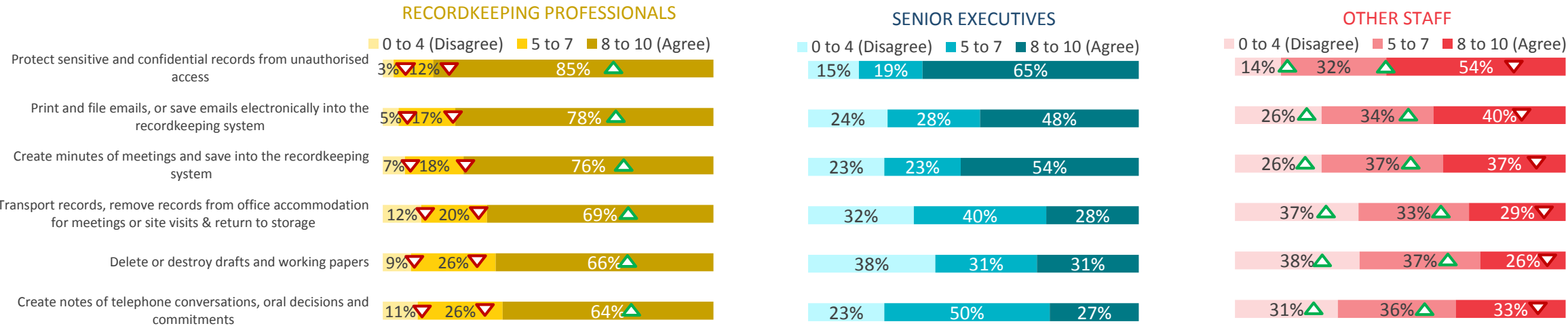
Understanding specific recordkeeping actions

By Job Position



How well do you understand what to do in relation to these specific actions?

By Job Position



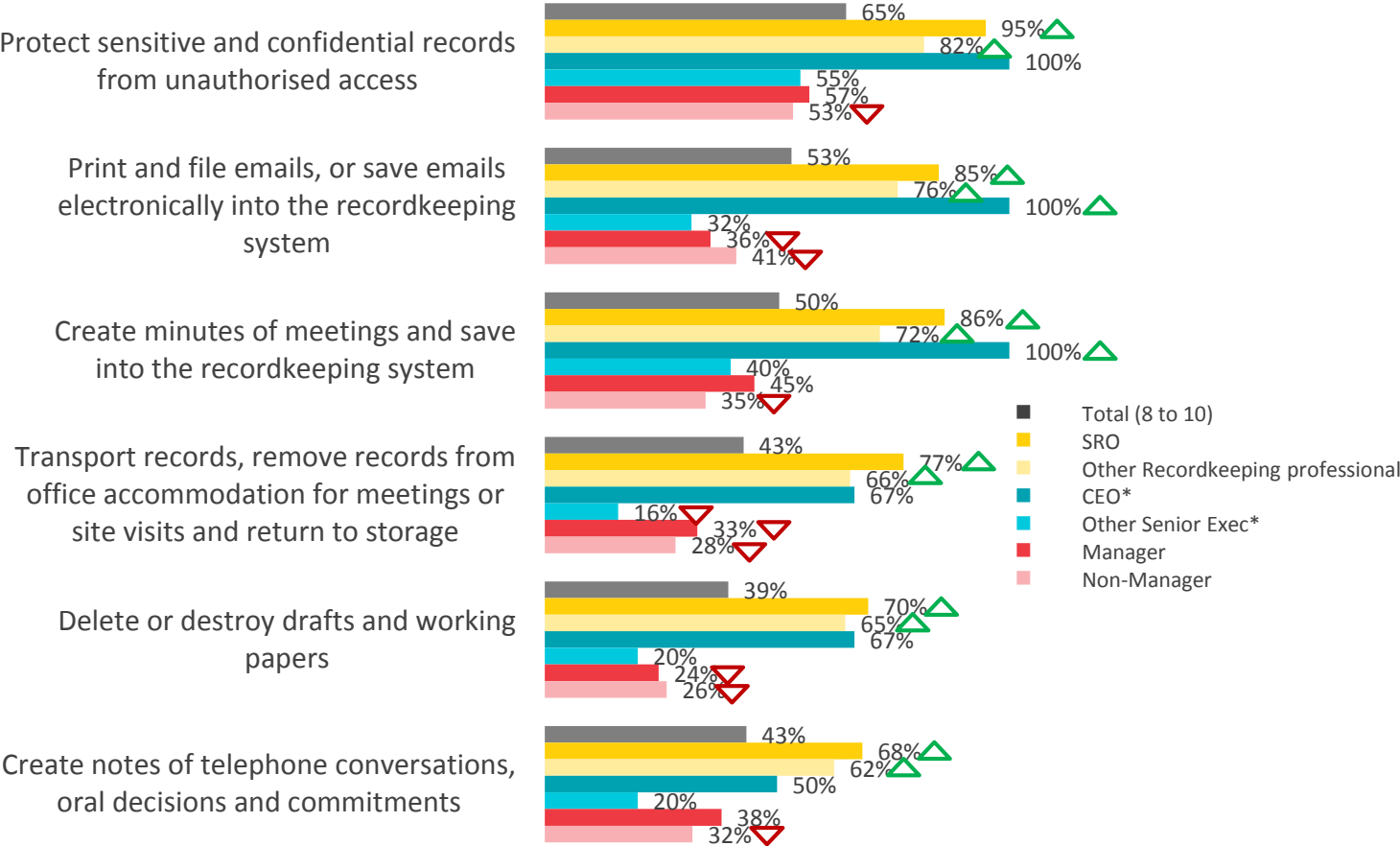
More than 60% of recordkeeping professionals felt that they understood each of the specific tasks well – significantly more than other staff groups. There was generally a good understanding of how to protect sensitive/confidential records (65% and 54% of Senior Executives and other staff respectively) – and a majority of senior staff were confident in how to create minutes of meetings (54%). However, outside of recordkeeping professionals, understanding of tasks like transportation or deletion of records, and creating notes of conversations and outcomes, was poor – often below 30%.

Understanding specific recordkeeping actions

By Job Position



How well do you understand what to do in relation to these specific actions?
By Job Position; Scores 8 to 10 (Agree)



SROs in particular reported a high level of knowledge of specific tasks. For example, 95% were confident in their ability to protect sensitive information from unauthorized access. The small number of CEOs also gave typically very high scores across measures.

However, other Senior Executives, managers and non-managers all recorded comparatively low knowledge levels. Fewer than one in three of each were confident that they knew how to transport records off-site and return them to storage, or delete or destroy drafts and working papers.

Other areas of recordkeeping

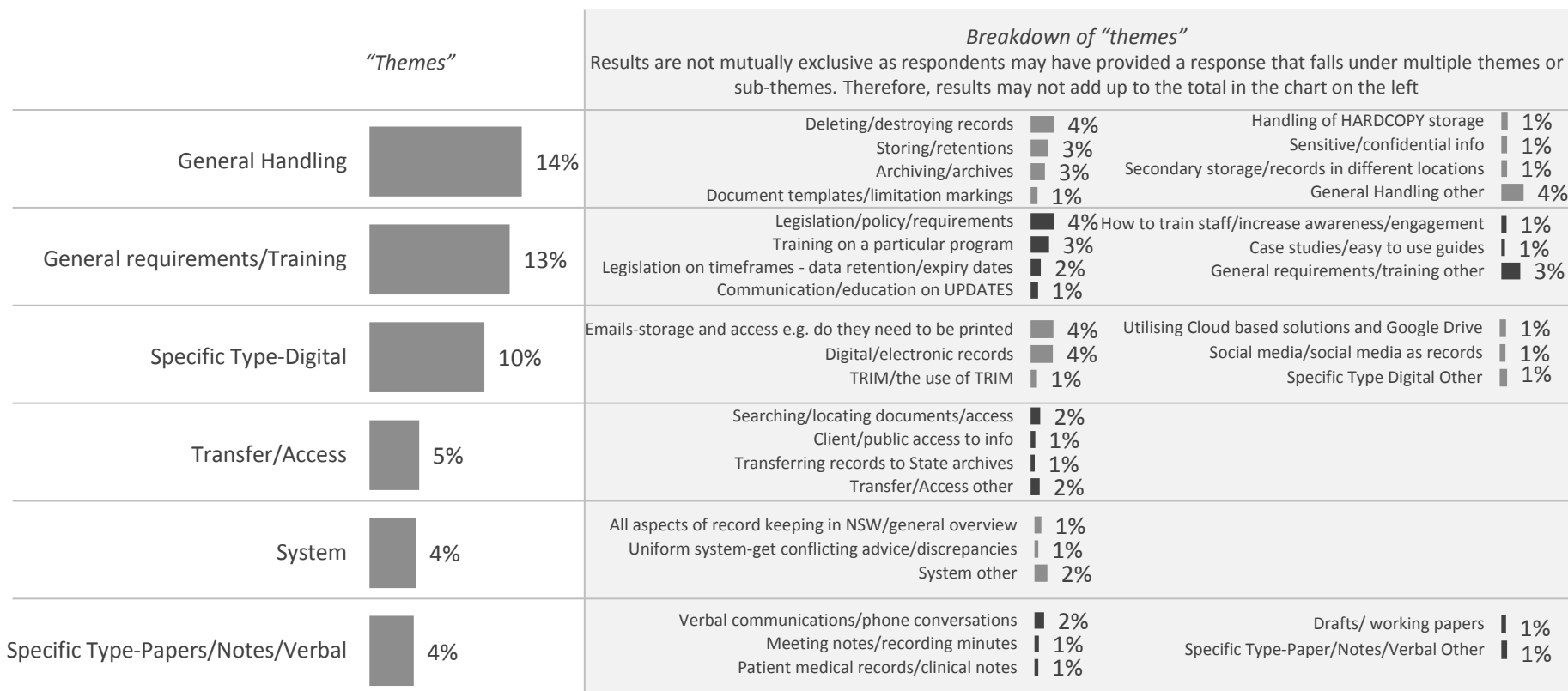
By Total Population and Job Position



Are there any other areas of recordkeeping that you would like to be better informed about?

By Total Population and Job Position (coded verbatim responses)

Total Population



Job Position

Proportion of respondents whose response falls under a specific "theme"

RECORDKEEPING PROFESSIONALS	SENIOR EXECUTIVES	OTHER STAFF
15%	8%	13%
14%	4%	12%
17%▲	12%	7%▼
6%	0%	4%
4%	4%	4%
3%	12%	4%

UNDERSTANDING OF SRO / RECORDKEEPING ROLE

Some low-levels of awareness (and appreciation) regarding the role and responsibilities of the SRO and/or the recordkeeping team have been reported.

"It's misunderstood I think...And I don't think people appreciate how much work goes into working out how long to keep the stuff for".

"Unfortunately, it's not deemed to be that important. I mean I think it's a lack of understanding, that creates that. We don't feel the love here".

"Definitely more education [around the SRO role] can be done"

"So security and records I have basically an approval veto authority across the cluster. So I think from that perspective, I'm really well understood. I think from an understanding that I manage and maintain the policies and standards, the systems and the compliance functions, I think they're all quite well understood".

"People know that they'll come to me or one of my team if there's a records issue, but they might not know that necessarily that's my role as the Senior Responsible Officer".

"I don't think [the employees] did understand [the SRO] role. I think they have a much better understanding now".

"Because people just don't know. So when I started getting more into the education of the staff, it was "Oh God, why weren't we told this years ago?"".

"Absolutely understood. I'm heavily relied upon across the whole organisation for records management advice and direction".

DIGITISATION

Digitisation of records has played a significant role in recent history for many of the organisations interviewed. Teething pains are evident and many are still experiencing issues several years later. Further to this, paper-based offices are still the reality for some organisations, and that, in itself, carries additional challenges, such as lack of physical storage space, misplaced files, geographically dispersed/stored files, etc.

"And then another half of our organisations about 50%, of our people weren't interested to be compliant with using an electronic recordkeeping system and so that we can consistently store, manage and access our records. So, that's probably the biggest concern. The biggest mighty thing for our agency and our record processes".

"On average each month, we [still] send about a thousand archive boxes of client's records to GRR. That's quite a lot".

"One of the big challenges that we wanted to resolve going into this was that we want to expand the office a bit, but with so much physical records there's just no room to really... I mean you've got to store them somewhere, right? And we also have records that are like 100 years old in our own storage, and we wanted to deal with that, and make sure that's taken care of appropriately".

"Managing those documents can be quite difficult in that we're managing things electronically that we're receiving a lot of paper documents and sometimes we have to supply a lot of paper documents".

"Planners, builders and engineers that are actually out in the field where they really like to take their large paper documents and spread them over the hood of their cars as they're assessing properties and development applications... there is a very manual process to get that physical document with all their mark-ups and all that sort of stuff back into their corporate system".

"We've gone more electronic. I think that the staff have generally appreciated more recordkeeping, particularly the sharing of information, that information sort of available on site. We still have problems with the skill levels in records management, getting people to training or making sure that the training that new staff are provided with the appropriate training and supervision that they require".

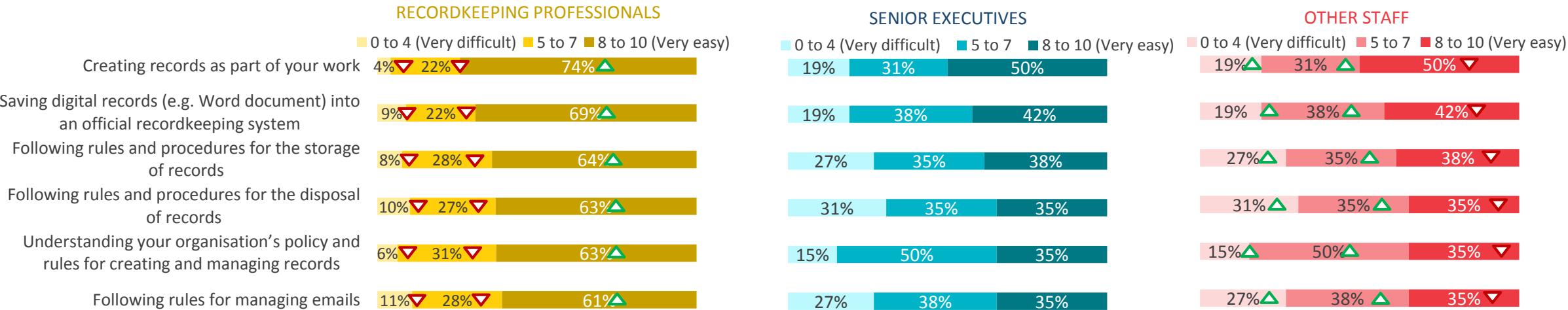
Degree of ease or difficulty of requirements

By Job Position



How difficult or easy do you consider it is to meet recordkeeping requirements?

By Job Position



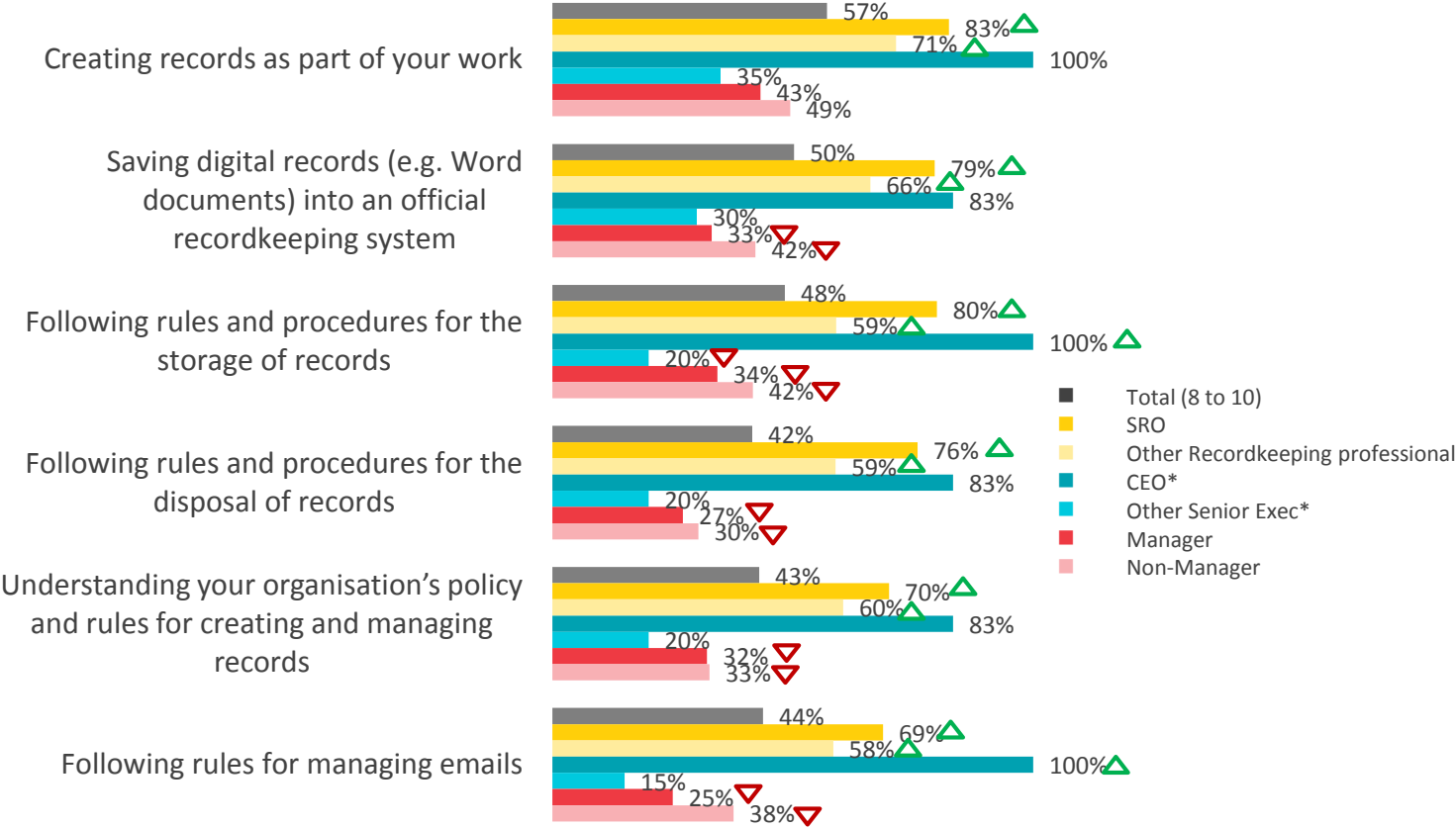
As with most other recordkeeping measures, records professionals reported significantly higher levels of ease of adhering to requirements than other staff. Outside of this group, Senior Executives and other staff reported similar, moderate levels of understanding: between a third and a half felt that it was easy to complete each of the tasks, with a further third usually ambivalent.

Degree of ease or difficulty of requirements

By Job Position



How difficult or easy do you consider it is to meet recordkeeping requirements?
By Job Position; Scores 8 to 10 (Very easy)



Senior Executives other than CEOs reported a lower level of ease of meeting recordkeeping requirements than any other group – one in five or fewer found it easy to follow rules and procedures for the storage and disposal of records or management of emails, or to understanding their organisation’s rules around creating and managing records.

Non-managers (likely including the most junior staff) tended to feel marginally more positive than managers across most measures.



Respondent Profile



Organisational Attitudes
and Behaviours towards
Recordkeeping



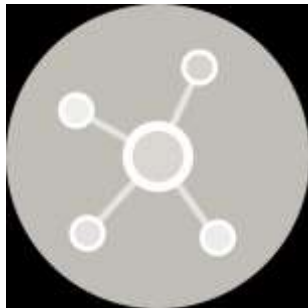
Knowledge and
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Perceptions of *State
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Perceptions and
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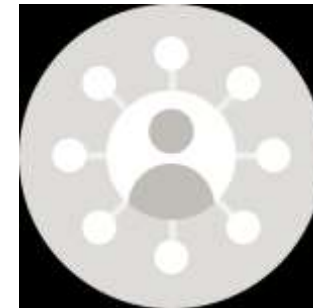
Sources of Information



A closer look at the
Government
Recordkeeping Website



A closer look at Online
Training offered by NSW
State Archives and
Records



NSW State Archives and
Records Communication
Channels

SROs SOLELY RESPONSIBLE FOR RECORDKEEPING

Unsurprisingly, SROs with the most experience in the industry (and whose job role solely evolves around recordkeeping) were also the most familiar with the Act

"I feel pretty confident. I mean, I've worked for over 35 years in records, so I have a pretty good understanding".

"[After 28 years of experience], I've got a good working knowledge of the State Records Act and the amendments as they come out".

"I'd say [my understanding of the Act] is pretty good. I mean I can't sit here and recite pieces out of it, but I certainly know what the basis is and I have read it in the early days, 12 years ago, I laboured over it, read it, read all the legislation and wrapped my head around it, so that we could go off and create our policies and procedures, and everything that we're doing. So, we crafted our whole process around it, so that we would comply".

"Yes, I am familiar with it, but now and again I do have to refer back to it for the actual wording in document or points to be able ... or to illustrate, well, this is why we're doing this".

FAMILIARITY HIGHEST AT THE EARLY STAGES OF DOCUMENTATION DEVELOPMENT

SROs were likely to be most familiar with the Act in the initial stages of planning and preparing recordkeeping policies and documentation. Once these are set in place, the Act is almost treated as an 'afterthought'.

"I have [engaged closely with the Act] when we were developing these various documents, but I must admit, I don't really pay much attention to it now that these documents are in place".

SROs RESPONSIBLE FOR MULTIPLE JOB ROLES

Whilst, on the contrary, for the SROs who juggle multiple roles, in addition to recordkeeping, their knowledge tends to be more limited

"But the reality of these agencies is that... they get brought into this rather than this being their sole job".

"[Being relatively new to the role] I think I'm somewhat familiar. I've read it a few times. Is there like a longer answer to that?".

STRONG IMPACT ON DAY-TO-DAY WORK

The *State Records Act 1998* is perceived to greatly impact the day-to-day work of the SRO, from keeping abreast of the changes and amendments made to the Act to capturing and disposing information in a compliant manner.

"It's more the changes as they come out... but certainly some of the changes, when they break categories it becomes a little bit difficult".

"Well, [the Act] is hugely impactful. I have to capture records, and [employees] are fully aware that...you'll have to report and that the [records management team] have to respond to the community with accurate information".

HIGHLY COMPLEX

The Act is seen to be quite information-heavy and complex. It is believed to be best digested and reviewed in 'pieces', otherwise further clarity is often sought. Further to this, employees are often misguided by their incorrect interpretation of what is expected of them.

"There are chunks of it, where I'm quite across it and other components where I'm probably not aware of. I'm just eating the elephant one bite at a time".

"I know there are a lot of components to the Act and some I'm more aware of than others. And I guess I'm just methodically moving through compliance for each component".

"In terms of interpretation around the Act, I always look at the Act and I see that there is a really high degree of interpretation that can be applied to it".

"That's our challenge, is to try to interpret the Act and make it a bit clearer"

"I think sometimes people think of this document as being like you must destroy it or you must give it to State Archives, and that caused a bit of confusion and a bit of tension".

"People thought that it was 'you must destroy these documents', and people were concerned about another department telling us what to do with our records".

"One of the projects we've got going at the moment is to try to identify the key types of documents that each department and each section actually have. So at least when people are inducted in the organisation we can give them a starting point. A lot of the time, it's that grey area between what's an operational document, a transient document, when does it become a corporate record. That grey area where they're not sure whether this is a corporate document or not. That's our challenge, is to try to interpret the Act and make it a bit clearer in those instances".

MORE FOCUS ON 'CURRENT' INFORMATION, IN PARTICULAR DIGITAL

More 'current' information relating to the Act is desired, with a particular focus on best practices relating to transferring paper records to digital records, including cyber security.

"I think all records managers that I know of are very busy, but at the same time we want information, and we also would like more support as we roll out into a more digital and technology based focus on records keeping".

"I expect though that maybe with digitalisation and new technologies that can cause quite a lot of issues. Yeah, I think that ... well, not issues, but it might need to be refreshed to take in the new challenges of technologies, and how we manage information in those technologies as well".

"I think they should focus more on the government trend on digital transformation and how that impacts on records. At the moment, State Records may claim that they have some guidelines or whatever, but I don't think that's accurate because somehow the IT people know nothing about it"

"The stuff that's around the upgrade or maybe the rewrite of the Act, that's the sort of stuff that I'd be interested in because I think from a security perspective, from a digitally born record perspective, the Act is tired. It's got so much ambiguity in it and its connection to other things like the electronic transactions Act of 2010, they all had implications for records, but that legislation doesn't necessarily reflect well into the 1998 Records Act".

"[There's] potential for things like cyber security policies and the information classification schemes that are coming through, all those things start to need to coalesce a little bit more with the record".

"It's 20 years old now ... now we've got [data] that's created in paper and we translated into electronic. So the original source, the processes around how we do quality control on that and dispose of those records; I think that probably that's an area that needs a little bit more ... probably need a little bit more guidance on that".

"I believe that in basically fourth industrial revolution environment that there are so many things now that are complicated to understand how that would need to be managed from a records perspective. You know, you get a hold of cloud systems, how do you do that? You get a hold of a cloud integration, you've got orchestration that's going across dozens of different areas, how do you trace all that in a full and accurate records perspective?"



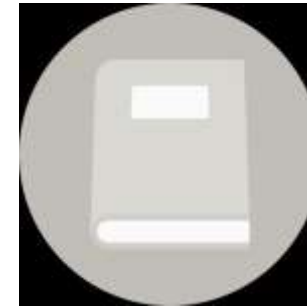
Respondent Profile



Organisational Attitudes
and Behaviours towards
Recordkeeping



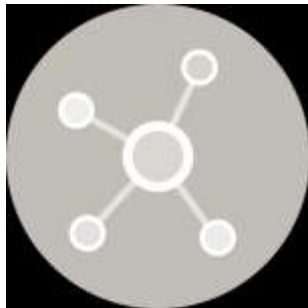
Knowledge and
understanding of
recordkeeping obligations



Perceptions of *State
Records Act 1998*



Perceptions and
understanding of the role
of NSW State Archives and
Records



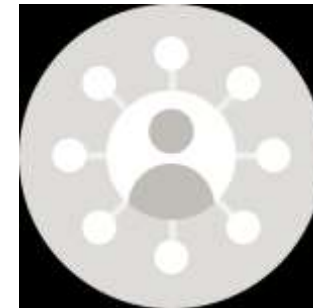
Sources of Information



A closer look at the
Government
Recordkeeping Website



A closer look at Online
Training offered by NSW
State Archives and
Records



NSW State Archives and
Records Communication
Channels

GENERAL UNDERSTANDING

Most SROs were confident about their understanding of the role and responsibilities of NSW State Archives and Records. Strong general knowledge was reported but limited understanding of matters beyond general knowledge was also evident.

"They provide advice on the State Records Act"

"They're an agency that enforces the State Records Act of New South Wales. And more literally, they help us with our authority and recordkeeping practices and principles and training and standard laws and regulations for implementing records management practices for government agencies, government department".

"Provide guidance and support on administration under the auspices of the State Records Act".

"It comes out with all the great resources for attention to disposal classification systems, all that sort of thing... retention, disposal. It's the go-to place for any advice on records... how to implement good record-keeping systems".

"The whole stewardship and custodianship is really important... I don't have confidence that what I think NSW State Archives and Records is about is actually what NSW State Archives and Records is about".

"The responsibility to keep all of the state archives in perpetuity in a way that's accessible for people...I suppose the management of the records at policies and standards around good record keeping activities".

"Advice and guidance on particular things around records and archiving... reviews and surveillance sort of audits across agencies and clusters".

"To provide us with guidance, policy positions, support and information on our obligations in terms of recordkeeping".

"They manage archives. There's a certain quantity of records that get transferred to them for their perpetuity. So they manage the state records, state archives, and we have done that process with them all the time, we've transferred records to them. So they manage those".

"Mostly when we need clarification, when we're going through something we'll kind of go, this doesn't make much sense to us. They serve that purpose. They also do training. We've done a bit of training through them. Really good thing to be near the records offices, the sort of training that they do".

"The equivalent of the National Archives and Records of People for the [NSW] state".

SRO INITIATED CONTACT

SROs contact NSW State Archives and Records on an infrequent basis, which is typically two to three times a year, or more often if they are working on a particularly complex project. Phone or email communication is commonly preferred as a way to initiate contact.

"Probably three times a year... I might give them a ring if we've got some records to get to State Archives. So we might want some advice around processes".

"I would say probably no more than twice a year or something like that".

"I do contact them over the phone or email if I have any questions".

"Only when a problem occurs in which we can't solve in house. Don't tend to call them much over day-to-day instability"

"I would say probably [I would contact NSW State Archives and Records] no more than twice a year or something like that...we'd go to the website first".

"[I initially contacted NSW State Archives and Records] when I was leading the project to implement the new recordkeeping system and needed some advice on training and advice on our record keeping authorities... but now with the new project that I am leading... I have been dealing with them weekly for the best part of the year".

"I rarely deal with them, [but] when we review the Memorandum of Understanding, there'll be a lot of engagement with them".

"When we were establishing various systems, we had quite a lot [of contact]. We met with them, different people in different areas, to work out access directions for our documents and so on".

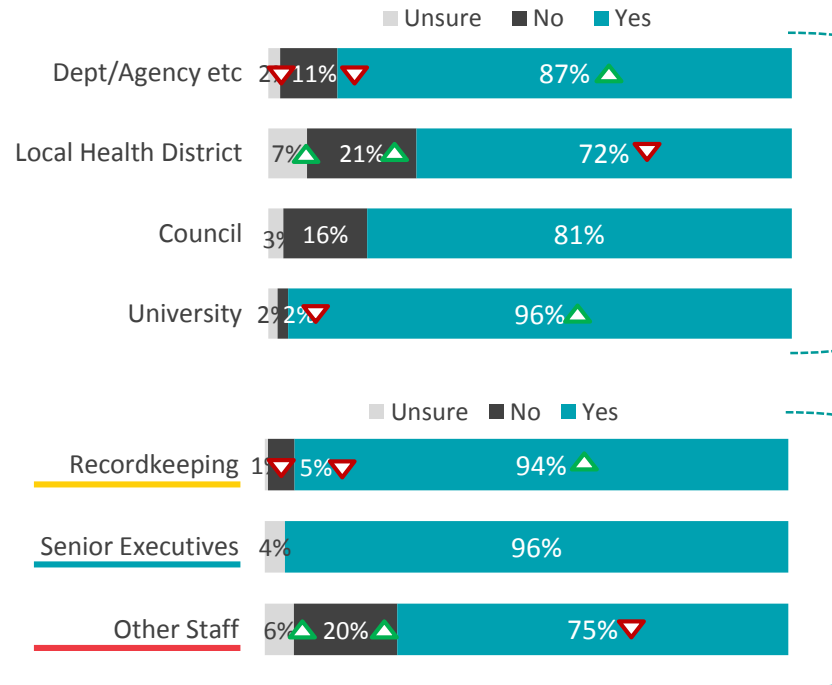
"Two or three times a year"

Awareness of NSW State Archives and Records

By Organisation Type and Job Position



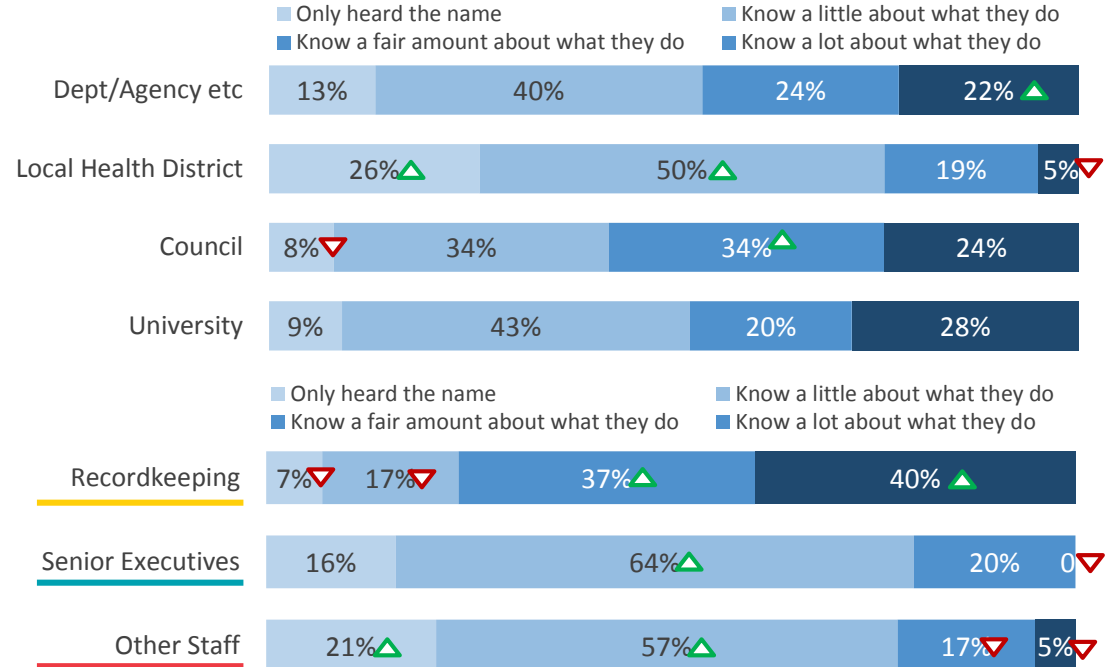
Have you heard of NSW State Archives and Records? By Organisation Type



YES →

YES →

How familiar are you with what NSW State Archives and Records does? By Job Position



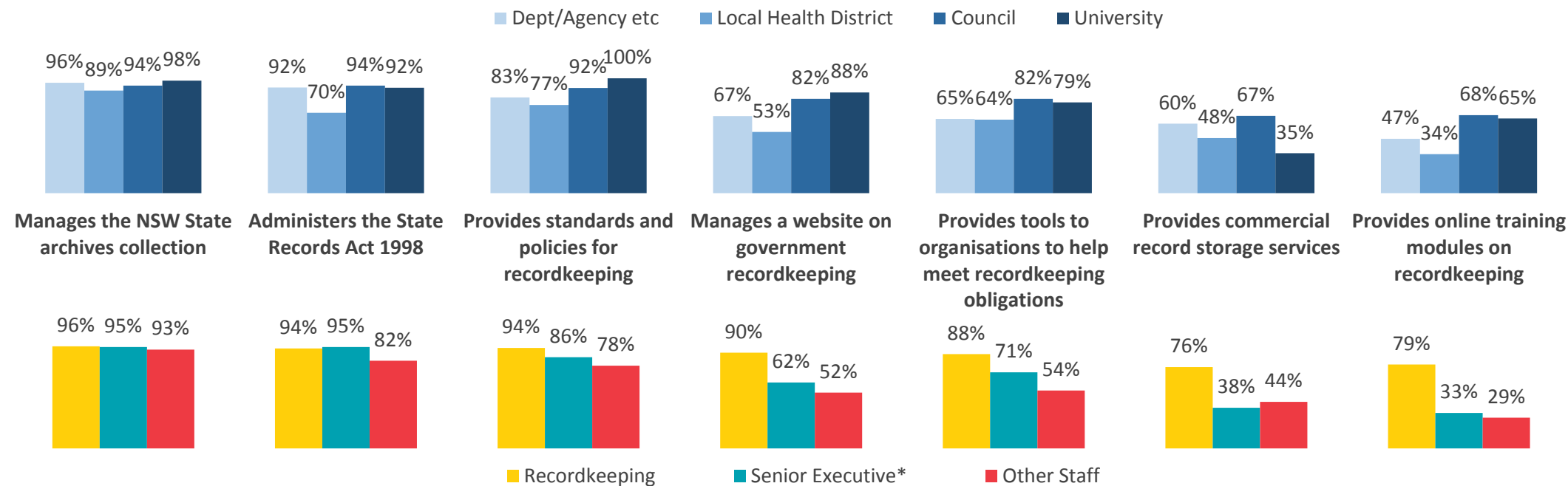
A large majority of respondents had heard of NSW State Archives and Records, including almost all University staff (96%, with 91% of those having some knowledge of what the organisation does). Significantly more records professionals and Senior Executives (94% and 96%) had heard of NSW State Archives and Records than other staff (75%).

Understanding of the NSW State Archives and Records role

By Organisation Type and Job Position



Which of the following functions of NSW State Archives and Records are you aware of?
By Organisation Type and Job Position; Respondents who are aware of NSW State Archives and Records



Among those aware of NSW State Archives and Records, the vast majority of respondents understood its role in managing the NSW State Archives, administering the State Records Act, and providing standards and policies for recordkeeping. Its roles in providing online training and commercial storage services were less well known, and in general those in non-recordkeeping or senior roles, and those working in Local Health Districts, were somewhat less likely to recognise aspects of NSW State Archives and Records' role.

GENERAL ENQUIRIES

NSW State Archives and Records is seen to provide adequate support and assistance when it comes to providing *general* information and support.

"When I just needed that general level of advice, it was really great. They pointed me in the right direction and I got exactly what I needed".

"Very good. There's a lot of information, a lot of interaction ... Yeah, no it's good, good relationship".

"It's checking information, it's checking out that what we think we're doing is OK, and checking out the right approach ... to get some frameworks, get some documents, get some policy positions, get some examples of what we want to do".

"The new policy that we've written, that has been written I'm just reviewing, it's got a lot in there about the principles published by state archives for recordkeeping, and the requirements for your system"

"I see them as an information source for us as records managers, records workers to contact them for information, to assist in interpreting the State Records Act, and any of the, what do you call it, well the GDAs and also they have various other documents. They call them "standards" that they initiate. So for support and assistance with those and implementing them, which they have been great over the years, and I've worked with various people over the years with doing that".

"[My team] understand the fact that there are challenges sometimes, and we're looking for advice from those authorities, so I think in a nutshell, we're happy with the fact they are accessible".

"When I met with State Archives, they gave me like checklists, and the website, the standards, policies, procedures. So I was really referring to those and really sticking by those".

"It was very difficult in the start to know where to start in a way. And that's why I sort of went to State Archives to get those checklists and to get that knowledge, because you are given just like all this information and then pretty much your job is put the puzzle together".

"If I didn't go to State Archives, I would not have achieved what I've done now based on the knowledge of the staff [in my organisation] who was previously handling it, because it wasn't correct".

CUSTOMER SATISFACTION

Some SROs have reported a less than satisfactory experience with the level of service they receive, particularly with the quality of response and information provided - reporting issues such as the NSW State Archives and Records being under-resourced, lack of response timeliness, and receiving information that isn't helpful or relevant to their initial enquiry.

"I do contact them over the phone or email if I've got any questions and sometimes I find that helpful but sometimes not... one situation was about risk assessment and they were quite good to point me to the right documents... but say for some other stuff, for example, disposal freeze, I approached them to confirm if we are not in that category but they cannot answer me... they just hesitate and then they're just not bothered to go further".

"Just constantly pushing back because staff are on leave, they're under-resourced. So, they're covering more than one position".

"From a professional standpoint, the advice that they've been giving have been really contradictory and not made sense in a lot of cases".

"[NSW State Archives and Records] saying things like, "Look, if you really wanted to get through the next board meeting, it's best that you don't make changes because we can get it through without the board's approval. If you just do it this way, not this way". And I'm not interested in doing things quick and dirty".

"[NSW State Archives and Records] just seemed much more interested in getting things over the line in the quickest way, in the easiest way".

"We've got two contacts to communicate with. And now, if one of them is on leave, and we just get no response for a chunk of time, or they send 'going on leave, please contact this person', but then that person doesn't get back to you. And we go weeks and weeks by missing milestones in our project plan because we're not getting timely communication back. And it's all just via email.... I just think it's not as effective".

"Their communication recently, and the timeliness of that communications and the clarity behind why they are disagreeing with that option and why they are providing a different option".

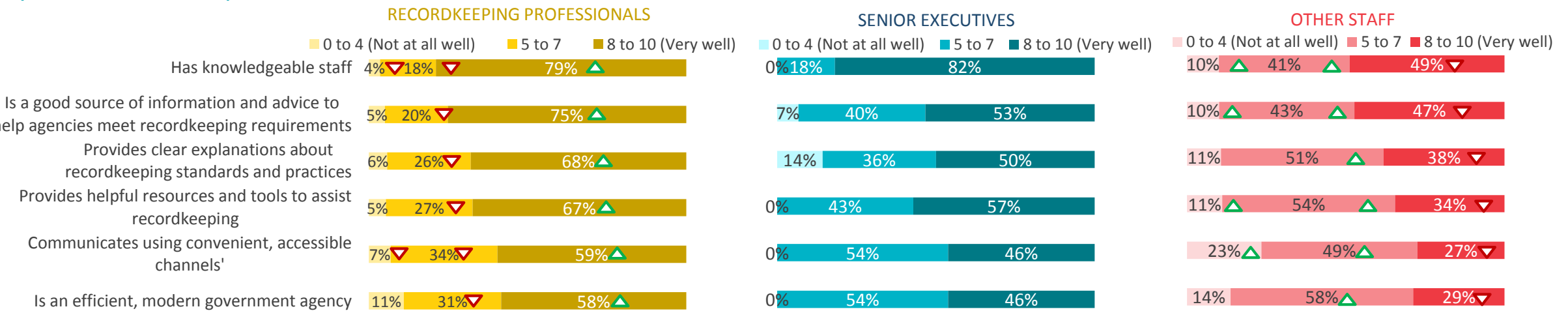
"This untimeliness in responses and then it's all rushed. So, it's not been great lately. They're still lovely people, of course, but the process it's just been hindered massively. And which is months delayed now as a result".

Brand attributes

By Job Position



How well do you consider each of the following statements applies to NSW State Archives and Records? By Job Position; Respondents who are aware of NSW State Archives and Records



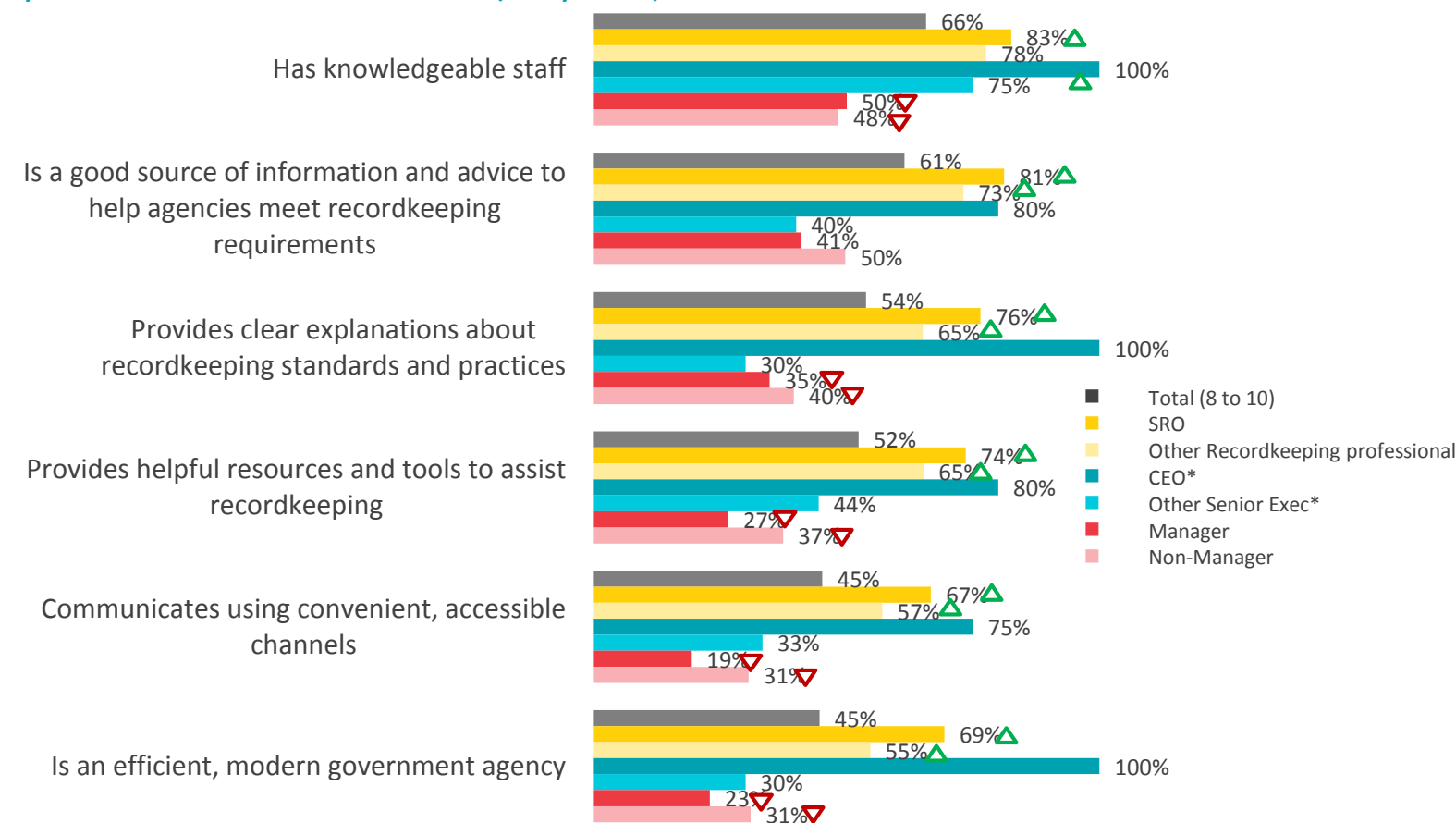
Most staff had a generally positive view of NSW State Archives and Records. A majority of recordkeeping professionals and Senior Executives believed that the organisation had ‘knowledgeable staff’ (79% and 82% respectively), with more than half of both groups also agreeing that it is a good source of information and advice, provides clear explanations about recordkeeping standards, and provides helpful resources and tools. Other staff were more likely to give average scores (41% to 58% across measures), perhaps indicating a lack of familiarity. This group was significantly more likely to disagree (0-4) that NSW State Archives and Records communicates using convenient, accessible channels (23%).

Brand attributes

By Job Position



How well do you consider each of the following statements applies to NSW State Archives and Records?
By Job Position; Scores 8 to 10 (Very well)



The lower ratings of NSW State Archives and Records among other staff outside Senior Executives and recordkeeping can be partially ascribed to lower agreement scores given by managers: for example, only 27% agreed that NSW State Archives and Records provides helpful resources and tools, 23% that it is an efficient, modern agency, and 19% that it communicates using convenient channels.

Ratings among the small number of CEOs surveyed were uniformly very high.

STRONG DESIRE FOR AUDITS OR MORE ACCOUNTABILITY

Audits and penalties for being non-compliant is believed to be non-existent. A desire to be audited by NSW State Archives and Records is evident, as many have found employees (including Senior Executives) have become complacent and consider their recordkeeping obligations a low priority

"No one gets in trouble for not being compliant. So, I could enforce the record keeping, policy, and processes, that's the translation of the Act in the face. But unless I can hold people to account, and there's actually consequences for the agency or the agency head then it's like, "No"".

"Is [State Archives and Records Authority] able to put a big stick to the agencies if they're not doing well? I don't see that they can".

"I think that if the agency head was held to account specifically, on a regular basis maybe annually. Whether it's an expectation statement at the minimum or an actual review or an order at the maximum into our record keeping. And if there was a consequence for not being compliant, that would be great. Because that would mean there would be right behind getting people to see the benefit of it, not only because it makes their jobs easier".

"If I spend a lot of time getting really good records, practices here, it'd be good to get it recognised some way. If you're really good at it, most of the time all you'll hear will be silence. Other people I know in the cluster put a lot less effort into records but never seems to make any difference. Calling out the good and the bad, I think by NSW State Archives and Records in some sort of State records report or something like. It would be good to have NSW State Archives and Records come out with a scorecard for how maybe clusters are performing with their records. It also takes budget, so if the secretaries and chief executives know that there's something that might be good or bad pulled out, maybe they'll consider that in budget allocations and things as

"[NSW State Archives and Records] don't take the ^{well} monitoring role, I think that's the path. They don't have any monitoring role at all".

"They might say, we're going to focus on your authorisation of disposal processes or something like that, whether it's targeted and they actually then come and have a look at your processes".

"There's no real impetus for agencies to do that other than they want to be compliant. It's left to agencies to do that. There's no driving force. The IPC, the Information Privacy Commissioner, we report back in there every year about how are we doing, we just let them know. They send out information all the time. I don't seem to get that from State Records".

"It's like a quality improvement process, like an insurance process. An internal audit: the Institute of Internal Orders have it; Risk Management Institute has it; all the offices of New South Wales has it. So they send out these checklists of guides that say, 'hey, how are you doing? These are the benchmarks, what you should be assessing yourself against.' And then we self-assess. Something like that would be very, very useful. And that's something maybe State Records could collate and report back on".

"Following the law is important. And if our agency has been an example of a series being fined for not being compliant with a certain part of the Act, I think there would be a bit more appetite to drive the requirements".

"It's getting it to prominence, and that's where the stuff [related to the Privacy Act] is a good tool, because it scares them into compliance really. You know, 'if you do this wrong, you're going to get fired, or you're going to a different place".

"Some little bit of a focus, because you tend to just get bogged down in the day to day business. And [so] I think probably more of an auditing role for them to say, 'okay, well I'm [likely to be audited]', just puts the spotlight [on] a little bit more proactively ... so if you knew you might be picked out in the next year".

"Maybe that's the way to do it: sort of an audit type thing, and then from that if they find any areas of concern, then they follow it up, use that to follow up specific [issues] maybe".

UNIFORM APPROACH

Some SROs preferred a more uniform approach to documentation provided to all public offices. It is understood that this is exactly what NSW Archives and Records is currently doing, except in situations where sectoral differences in recordkeeping is evident. This is another example that highlights the gap between resources being offered versus SROs' understanding of the availability of such resources.

"I think it should be all at the same level... and I always wondered why there isn't just one document ... whole local government, all public offices, so we're all on one playing field".

“I tried my best, I got high blood pressure when fighting with my Director, but if they don't listen, what can I do? We need somebody to come out with a carrot and stick”.



MORE SUPPORT

NSW State Archives and Records employees were generally viewed positively. Some SROs believed that they would benefit greatly if the employees' skills and knowledge were applied in a more tailored, hands-on approach.

"Very skilled and professional people... [an opportunity for them to] come in and supplement the people I've got in here to actually get the change happening faster".

"I have only one suggestion: it would be helpful at times... we've always done telephone... but if they would actually consider addressing one of our [rural] records networking group meeting ... like attending it".

"Coming into to do diagnostics and capability maturity assessments on record keeping, not just from a compliance perspective, but also from a value perspective... How can we actually manage our information better, with record keeping, by default, the Archives by default, security by default, all that sort of stuff, but also about having to make processes more efficient and just improve processes?".

MORE CUSTOMER AUTONOMY

SROs have expressed a desire to have more autonomy around their organisations' recordkeeping obligations, to ensure it is practical and 'makes sense' for their unique needs and requirements. Similarly, a benchmarking tool would be useful, as the 'one size fits all' concept is perceived to not be applicable in the recordkeeping field.

"I sometimes have...a different view associated with what's very, very strict view of the records activities... the Responsible Officer needs to make a determination as to whether there is value in keeping it as a record. So my view is not everything is a record by default and I think sometimes NSW State Archives and Records has to view that".

"It's got a nice set of ideas for us to work towards and some practical [ways] sometimes to do that. But the idea that there is a cold, hard standard to hold ourselves against, it could be more applicable. I can't think of a way to explain it. It just seems very academic. As a benchmark. It would be very nice if we could have something that we could benchmark ourselves with".

MORE ADVOCACY

Some SROs expressed a desire for more support from NSW State Archives and Records, especially when it comes to advocating on behalf of the SRO.

"When they develop all these standards, they should also look at how this can work. They cannot expect the records manager to fight. Records manager's levels are different. I'm in class 11-12. I have more influence because I am treated as a senior manager. But there will be some agencies where their office manager is a five, six or seven, eight, how will you expect these people to fight for compliance? Because they don't have the influence. So I think wherever they implement or whatever they issue, they should also factor that they cannot expect the records manager to be in the front line fighting for all these standards compliance".

"I tried my best, I got high blood pressure when fighting with my Director, but if they don't listen, what can I do? We need somebody to come out with a carrot and stick".

"Sometimes you feel like you're beating your head against a brick wall".

"Just the challenges of raising the profile of the importance of records generally, I think".

"Working really closely together under that information protection banner. I assume that they would be. The whole information management thing; it would be great if NSW State Archives and Records took more of a leading role in information management".

"No, you must do this". Instead of, "You should do this". Do you know what I mean? Because then people say, "Well, they're not saying we must do it". So you kind of don't have that backup?"

"I can see now the trend that [NSW State Archives and Records] are more focused on digital archives and they are not really focused at the front line to make people more alert and more compliant. I would like to see that they should be more focused on that role, rather than just issue the standard and expect everybody to comply. It's not working".

"So I'd like to see them being a little bit more vocal and proactive in sort of encouraging. The agency is supposed to be sort of standing up and saying, talking to the IT and sort of having some sort of be aware of these new issues".

MORE CUSTOMER INVOLVEMENT

Some SROs also appreciate being involved in the planning and development of activities that impact their day-to-day role or the future of their industry.

"I think these sorts of things, like these surveys, getting involved in those is always a plus. I suppose I'm trying to expand my knowledge a little bit about the development of these sorts of things. That's why I've been putting my hand up this time to try to have input into the development of some of the new white papers and stuff that are out there. And take a bit of a more active role to try and help out".



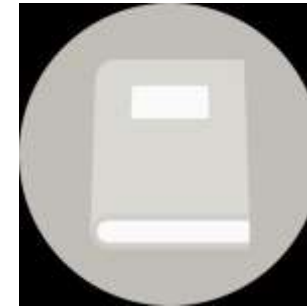
Respondent Profile



Organisational Attitudes
and Behaviours towards
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Knowledge and
understanding of
recordkeeping obligations



Perceptions of *State
Records Act 1998*



Perceptions and
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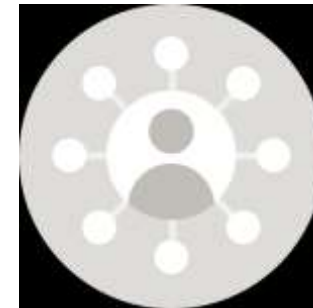
Sources of Information



A closer look at the
Government
Recordkeeping Website



A closer look at Online
Training offered by NSW
State Archives and
Records



NSW State Archives and
Records Communication
Channels

FIRST POINT OF CALL

NSW State Archives and Records is often the first point of call for many SROs when it comes to seeking recordkeeping information.

"I met with State Archives, they gave me checklists, and the website, the standards, policies, procedures".

"Obviously, [NSW State Archives and Records] and such. It's actually a nice little website, looks very good".

"I've definitely done that when I'm trying to figure out where I should categorise particular documents or get ideas about something unusual".

"If I needed to phone somebody, I assume that they would be very receptive of somebody seeking advice".

"Email. I email if I've got any questions, I email them. And they're really good. They get back to me...And I emailed them I think last week or the week before, and then she called me yesterday and said, "Look, I haven't forgotten about you. I'm still waiting for the answer back"".

OTHER SOURCES OF INFORMATION

Other sources and organisations are also thought of as trusted and reliable sources of information, such as colleagues in the industry, events held by other organisations, member organisations, etc.

"[At another event] we see other different organisations who have done some things that's similar to us, just sort of shifting our practice and using what we already work with and just making it compliant".

"I've got quite a good [relationship] with colleagues and stuff like that, and other councils, organisations, we're members of various user groups, specifically about the type of corporate system that we use. And just records offices in general around the place".

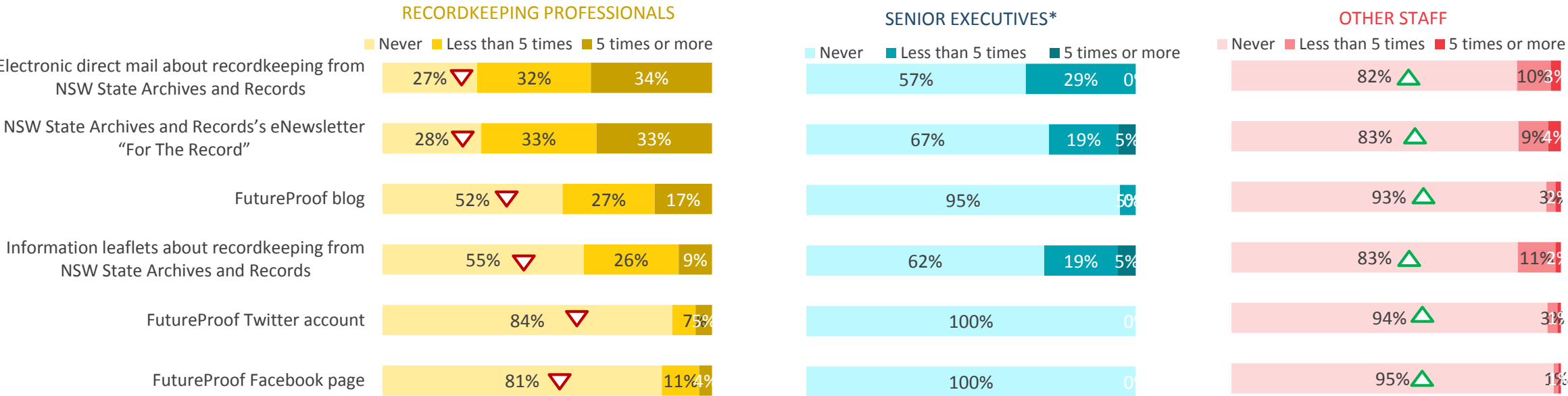
"We look at the [RMAA] membership site...to see maybe if there's something else or somebody else was having these problems or new innovations or things like that".

Information channels

By Job Position



How often have you received information about recordkeeping through any of the following channels in the last 12 months? By Job Position

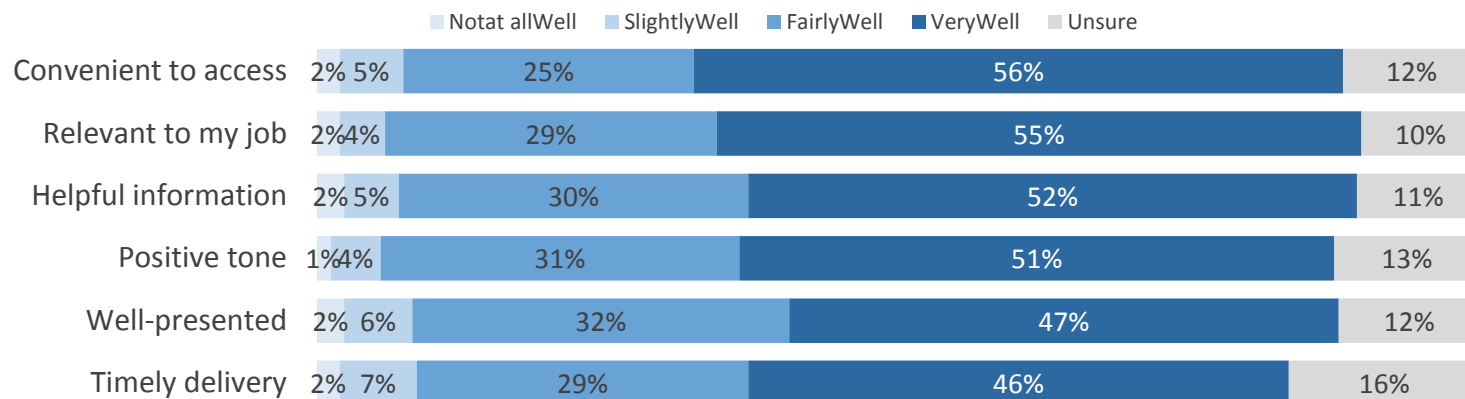


Most reported exposure to NSW State Archives and Records communications was amongst recordkeeping professionals – for other groups, a majority had never received information through each channel. Around a third of records professionals had received direct email information (34%) or the For the Record newsletter (33%) from NSW State Archives and Records upwards of 5 times. Just under half had seen the FutureProof blog (48%) or received information leaflets (45%).

Attributes of each information source used

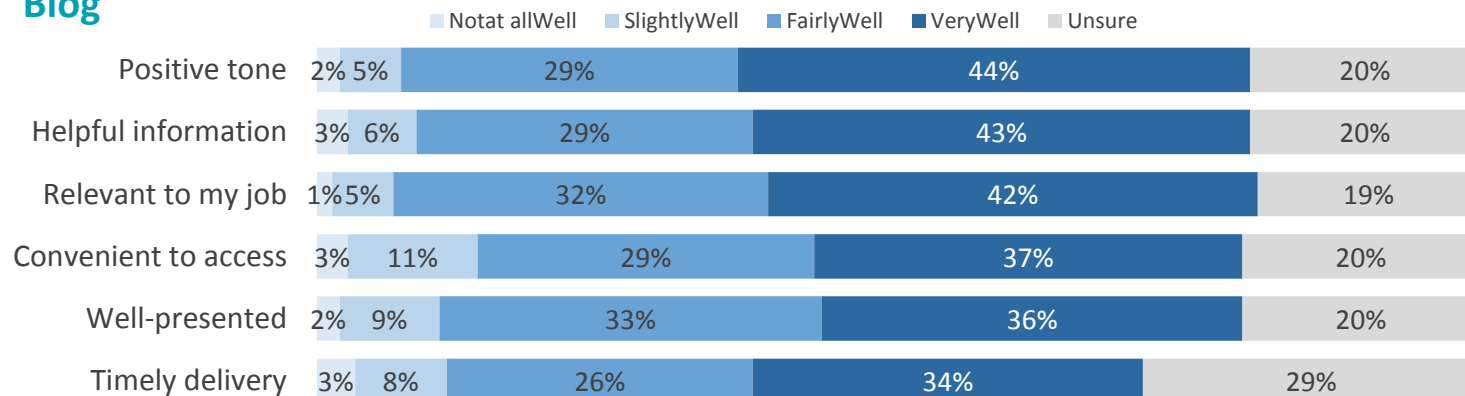
By Total Population

Electronic Direct Email



Those who had received EDM content from NSW State Archives and Records tended to agree that it had been convenient, relevant, helpful, and well-written – under 10% gave negative responses for any measure.

Blog

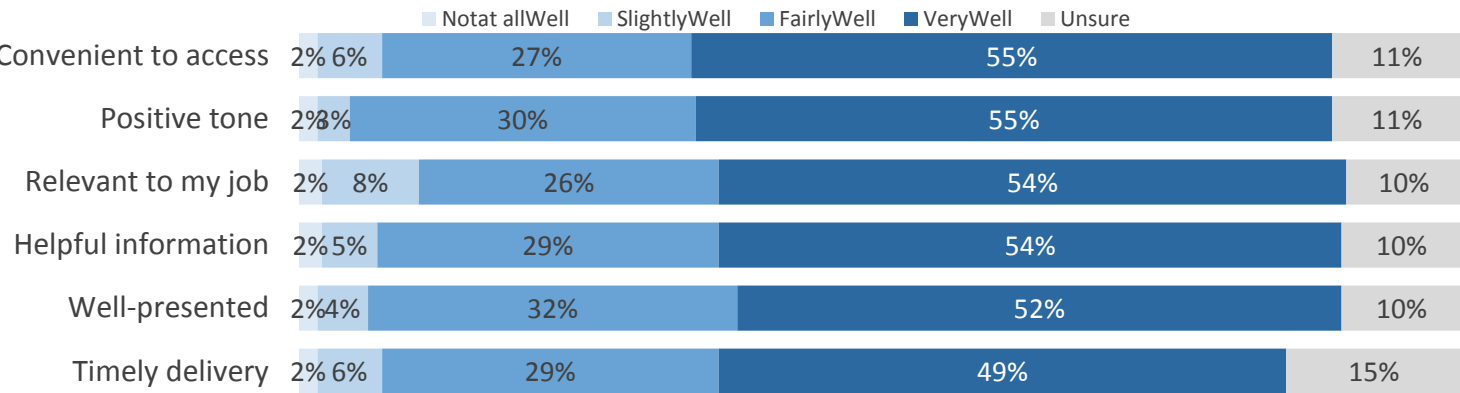


The blog reported similar results, with at least 60% giving a positive score for every measure – and 73% agreeing that it was delivered with a ‘positive tone’. 14%, around one in seven, disagreed that the blog was ‘convenient to access’.

Attributes of each information source used

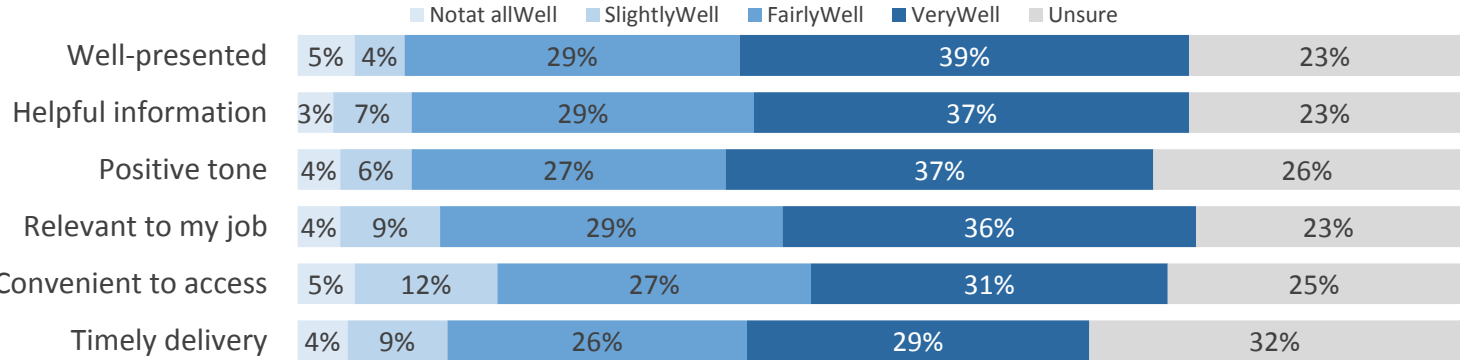
By Total Population

e-newsletter ‘For The Record’



For the Record was very well-received by those who had seen it: more than half agreed that the channel was described ‘very well’ by 5 of the 6 the positive statements offered. No more than 10% disagreed with any statement.

Information Leaflets

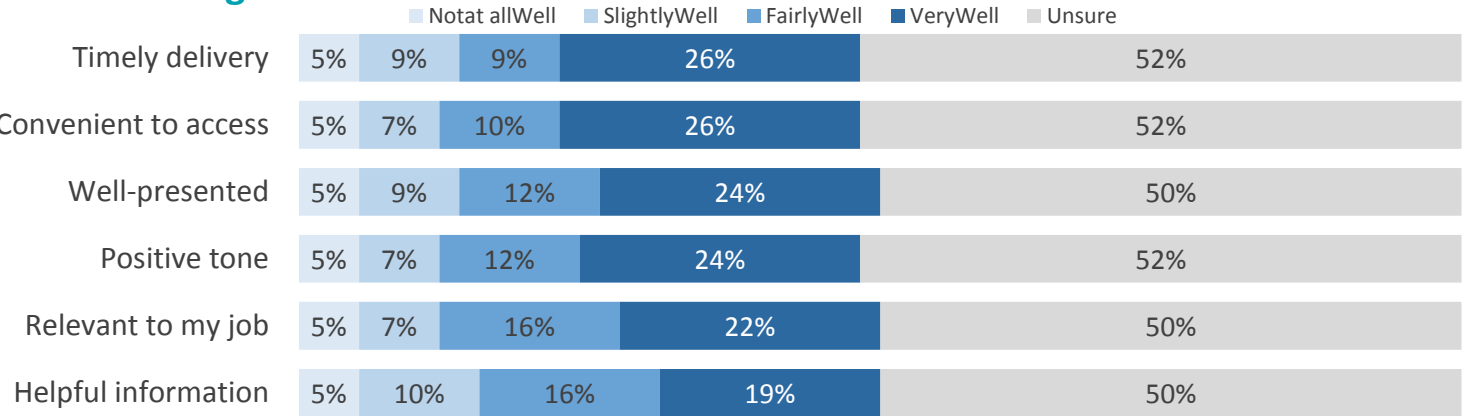


Information leaflets were seen as well-presented (68%) by more than two thirds of those who had seen them. One in four were unsure whether they had found them convenient to access, with a further 17% not agreeing that this described the leaflets well.

Attributes of each information source used

By Total Population

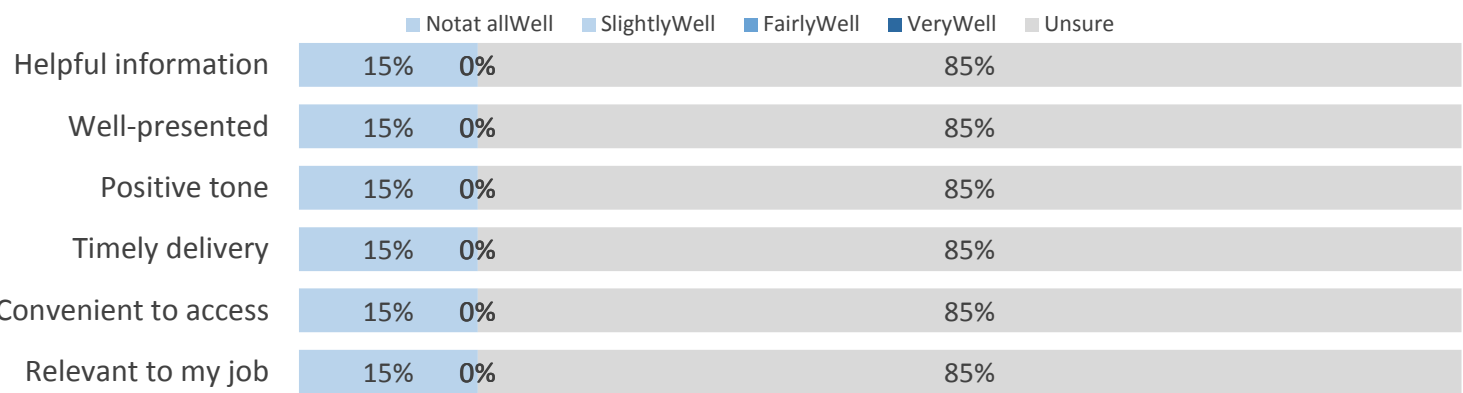
Facebook Page



Among those who had seen the Facebook page, around half were not able to recall how well each attribute described it as an information channel, and between 19% and 26% agreed that each had described it ‘very well’.

Few results were recorded for the CEO Welcome Pack due to the small number of CEOs in the sample.

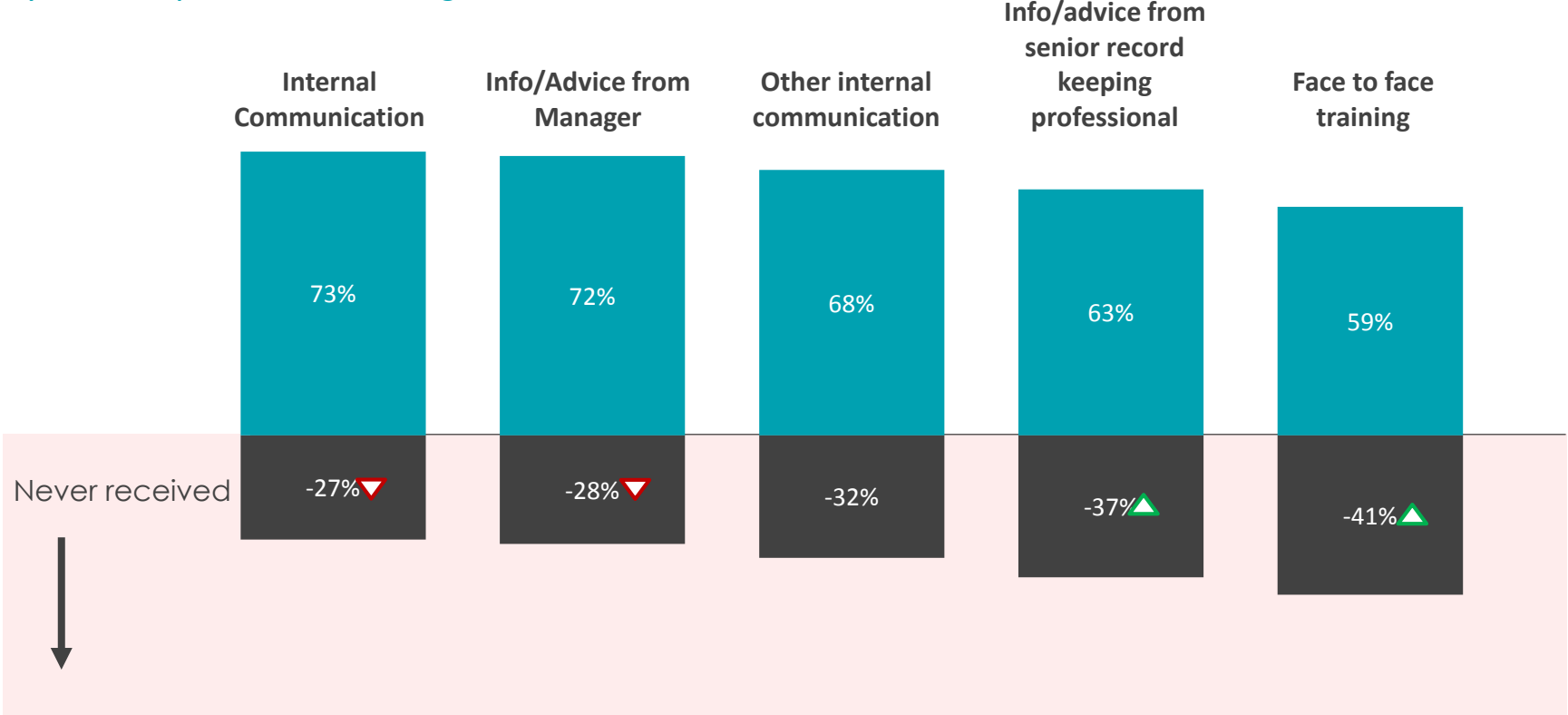
Chief Executive Welcome Pack*



Specific communications or activities about recordkeeping

By Total Population

How often have you received the following communications or activities about recordkeeping in the last 12 months?
By Total Population *excluding* SROs and Senior Executives



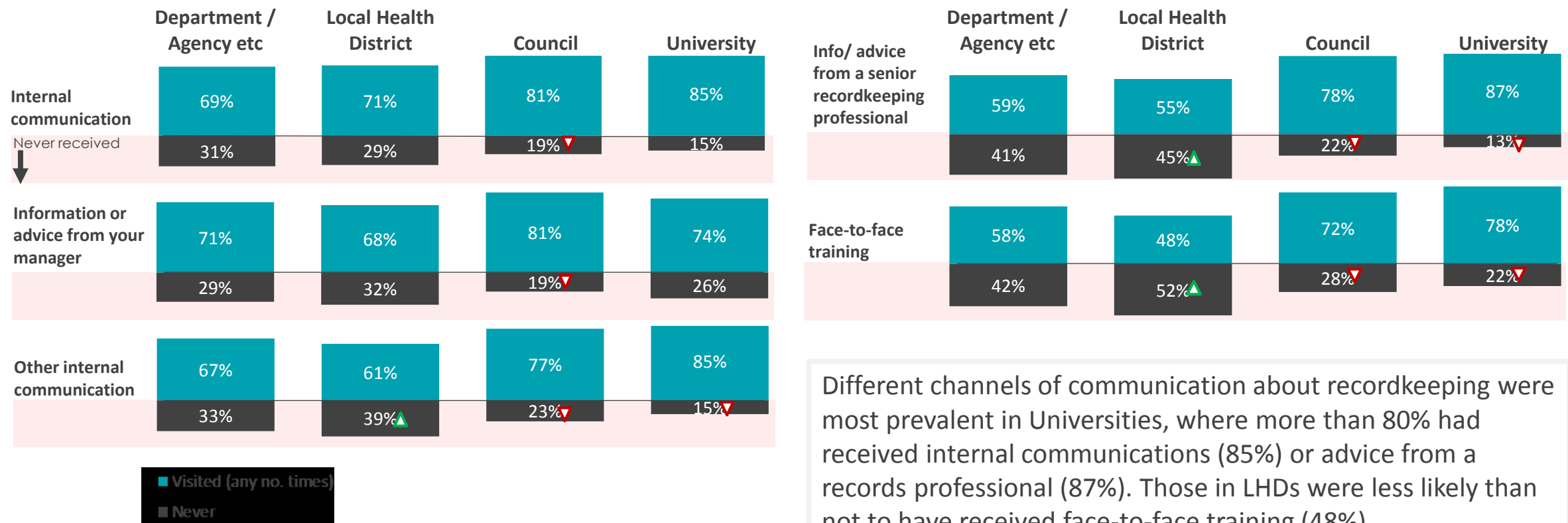
Most employees reported receiving communication about recordkeeping through each of the prompted channels in the last 12 months. The most common was through internal organisational communications (73%) or via a manager (72%). Encouragingly, more than half (59%) had participated in face-to-face training.

Specific communications or activities about recordkeeping

By Organisation Type



How often have you received the following communications or activities about recordkeeping in the last 12 months?
By Organisation Type *excluding* SROs and Senior Executives



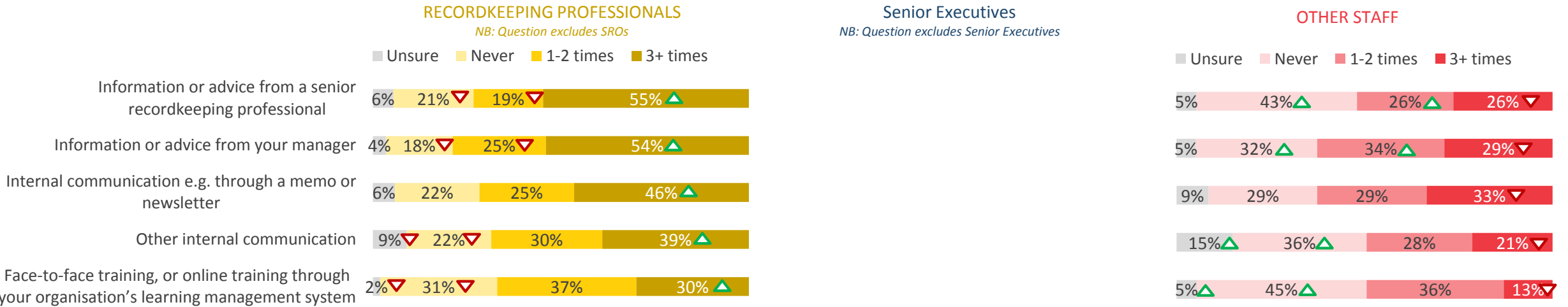
Different channels of communication about recordkeeping were most prevalent in Universities, where more than 80% had received internal communications (85%) or advice from a records professional (87%). Those in LHDs were less likely than not to have received face-to-face training (48%).

Specific communications or activities about recordkeeping

By Job Position



How often have you received the following communications or activities about recordkeeping in the last 12 months?
By Job Position *excluding* SROs and Senior Executives



The most frequent forms of communication about recordkeeping tended to be that provided by a senior recordkeeping professional (55% of records professionals reported receiving this 3 or more times) and information from a manager (54%). For other staff, however, the most frequent channel was via internal communications e.g. a newsletter (33%). This result may suggest that non-records-focused employees don't often have access to senior resources in recordkeeping to assist them with their obligations.

Specific communications or activities about recordkeeping

Perception of good understanding of requirements

For managers and non-managers	Good understanding of recordkeeping requirements		
Recordkeeping is covered...	0-4 (disagree) %	5-7 %	8-10 (agree) %
...in the Code of Conduct of my organisation	26	49	62
...in my induction to this organisation	5	29	47
Received communications or activities about recordkeeping from your organisation (last 12 months)			
Face-to-face training, or online training through your organisation's learning management system	32	48	55
Internal communication e.g. through a memo or newsletter	48	59	69
Information or advice from your manager	48	59	69
Information or advice from a senior recordkeeping professional	32	48	61
Other internal communication	36	48	54

Having a good understanding of record keeping requirements was positively associated with receiving communications and training in the last 12 months, shown specifically here for non-managers and managers.

The largest gaps were for coverage of recordkeeping in their organisation's 'Code of Conduct' and in their induction to the organisation, and receiving information or advice from a senior recordkeeping professional.

Q16. Agreement with: I have a good understanding of recordkeeping requirements for my job.

Q30. Thinking about the **last 12 months**, how often have you received the following communications or activities about recordkeeping from your organisation?

BASE: Managers and non-managers

NB: Significantly more ▲ and significantly less ▼ when compared to the other sub-groups (at 95% confidence)



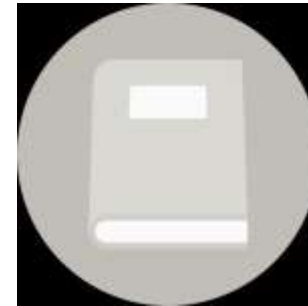
Respondent Profile



Organisational Attitudes
and Behaviours towards
Recordkeeping



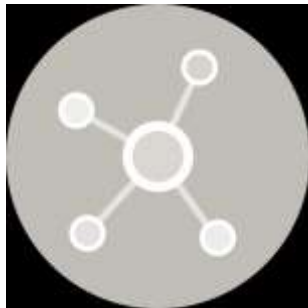
Knowledge and
understanding of
recordkeeping obligations



Perceptions of *State
Records Act 1998*



Perceptions and
understanding of the role
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Records



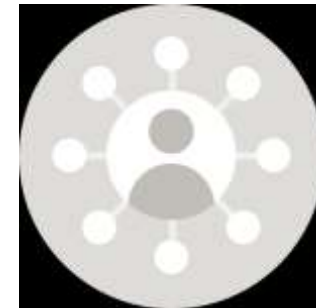
Sources of Information



A closer look at the
Government
Recordkeeping Website



A closer look at Online
Training offered by NSW
State Archives and
Records



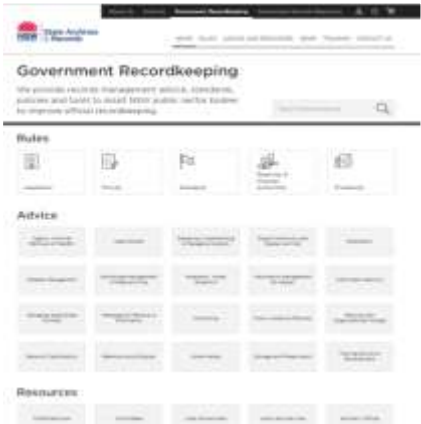
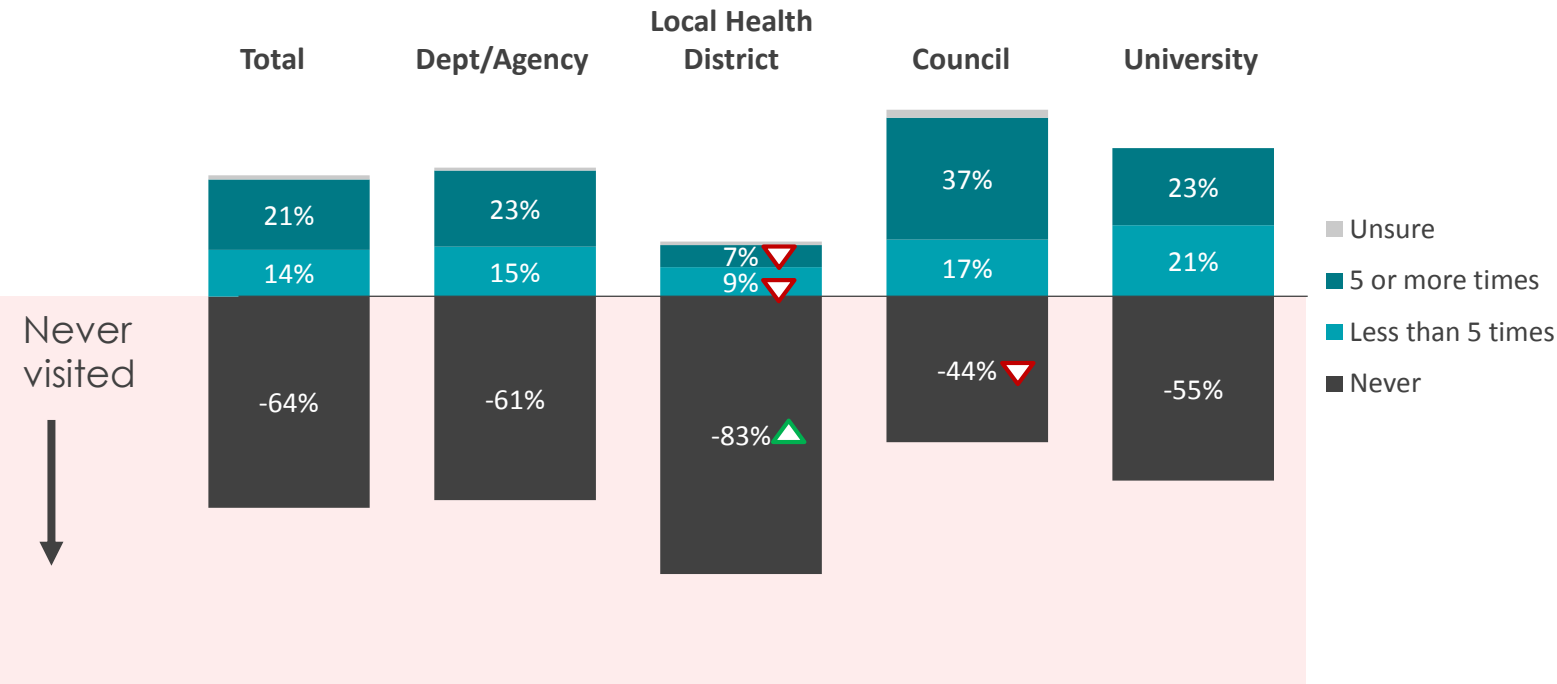
NSW State Archives and
Records Communication
Channels

Government Recordkeeping website usage

By Organisation Type



How often have you visited the Government Recordkeeping website in the last 12 months?
<https://www.records.nsw.gov.au/recordkeeping>



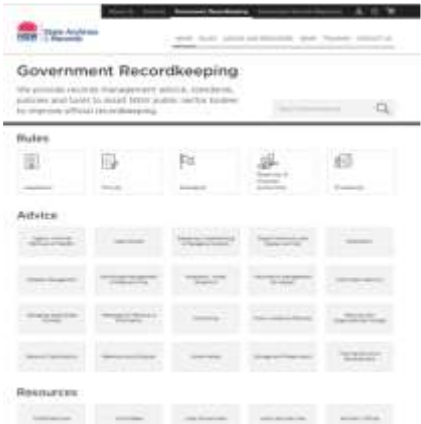
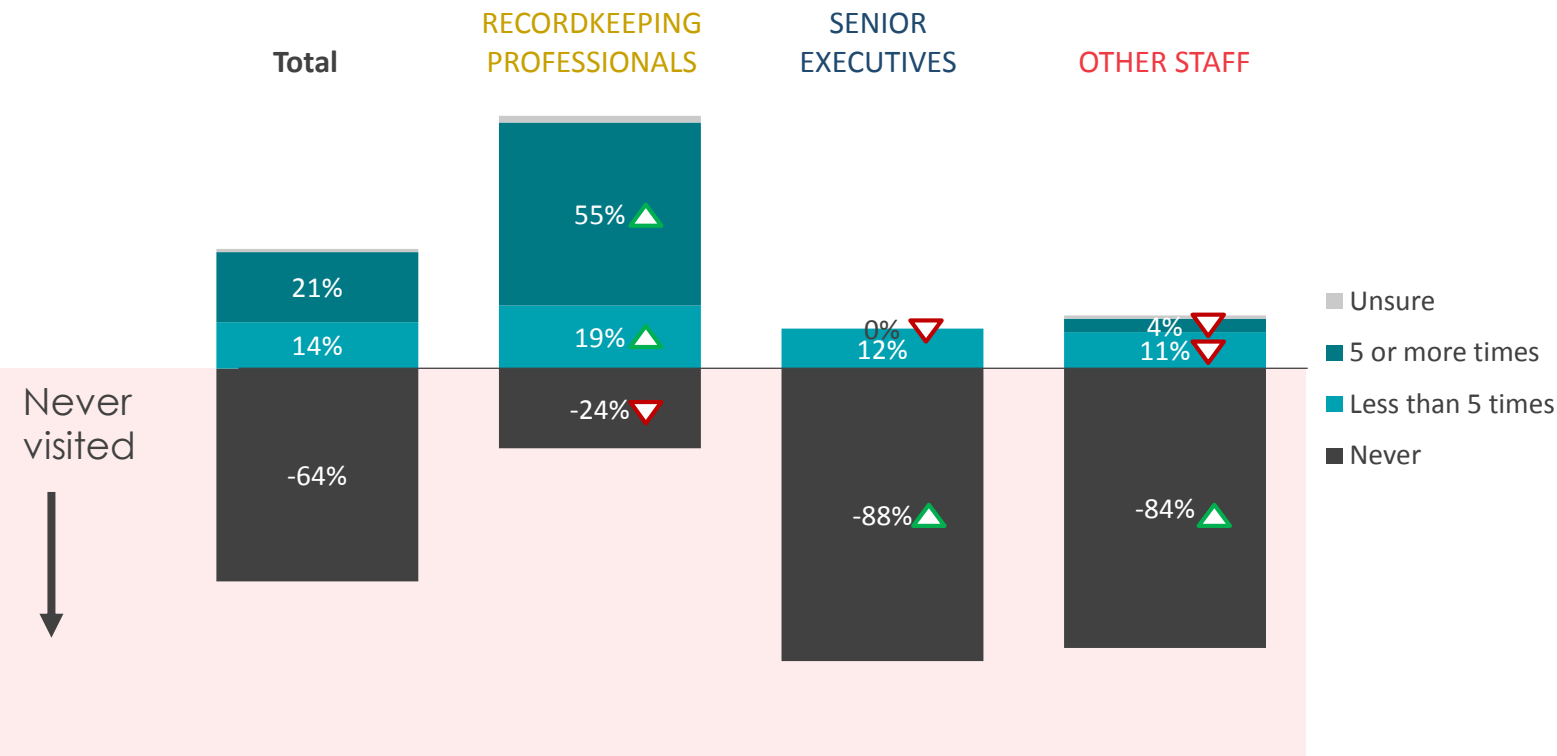
Visitation of the Government Recordkeeping website was quite low – only those in Councils were more likely than not to have done so (56%). In all just over one in three reported having done so (36%).

Government Recordkeeping website usage

By Job Position



How often have you visited the Government Recordkeeping website in the last 12 months?
<https://www.records.nsw.gov.au/recordkeeping>



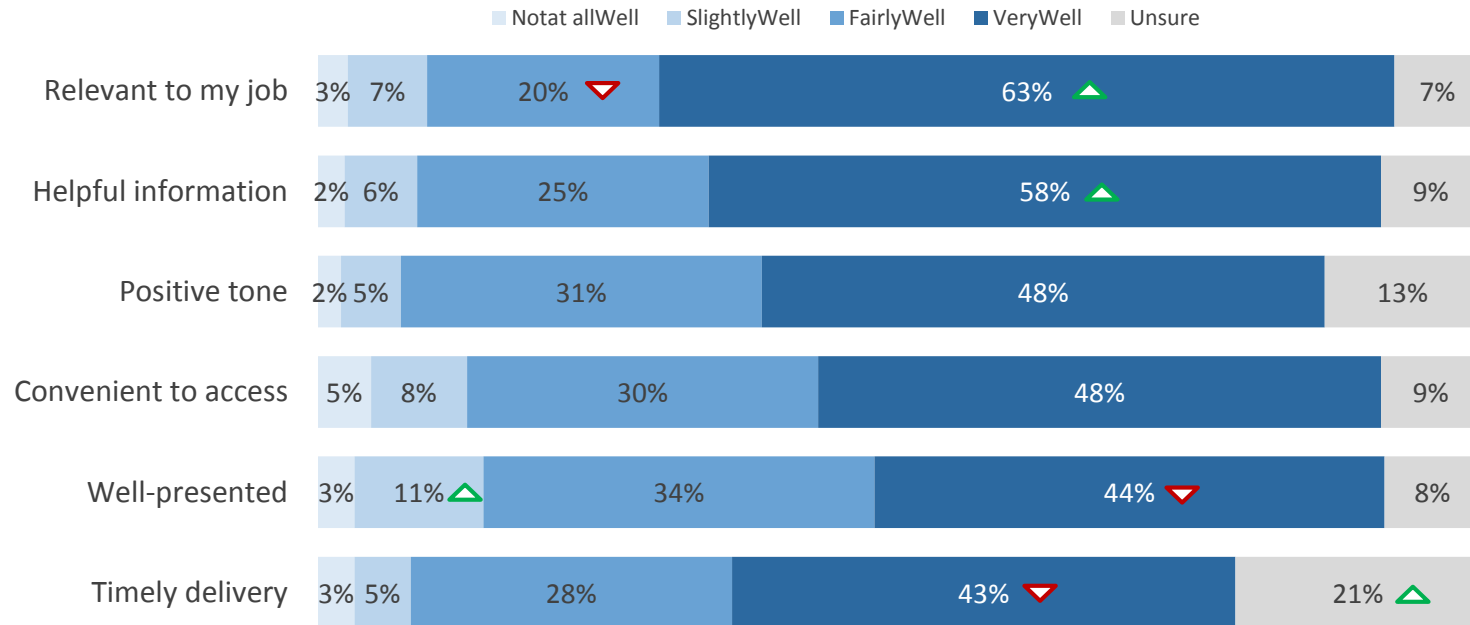
Unsurprisingly, Recordkeeping Professionals were by far the group that visited the website the most. Around 3 in every 4 (74%) Recordkeeping respondents visited the website at least once in the last 12 months and over half (55%) reported visiting the site 5 or more times.

Attributes of website

By Total Population

How well do each of these attributes apply to the website?

By Total Population



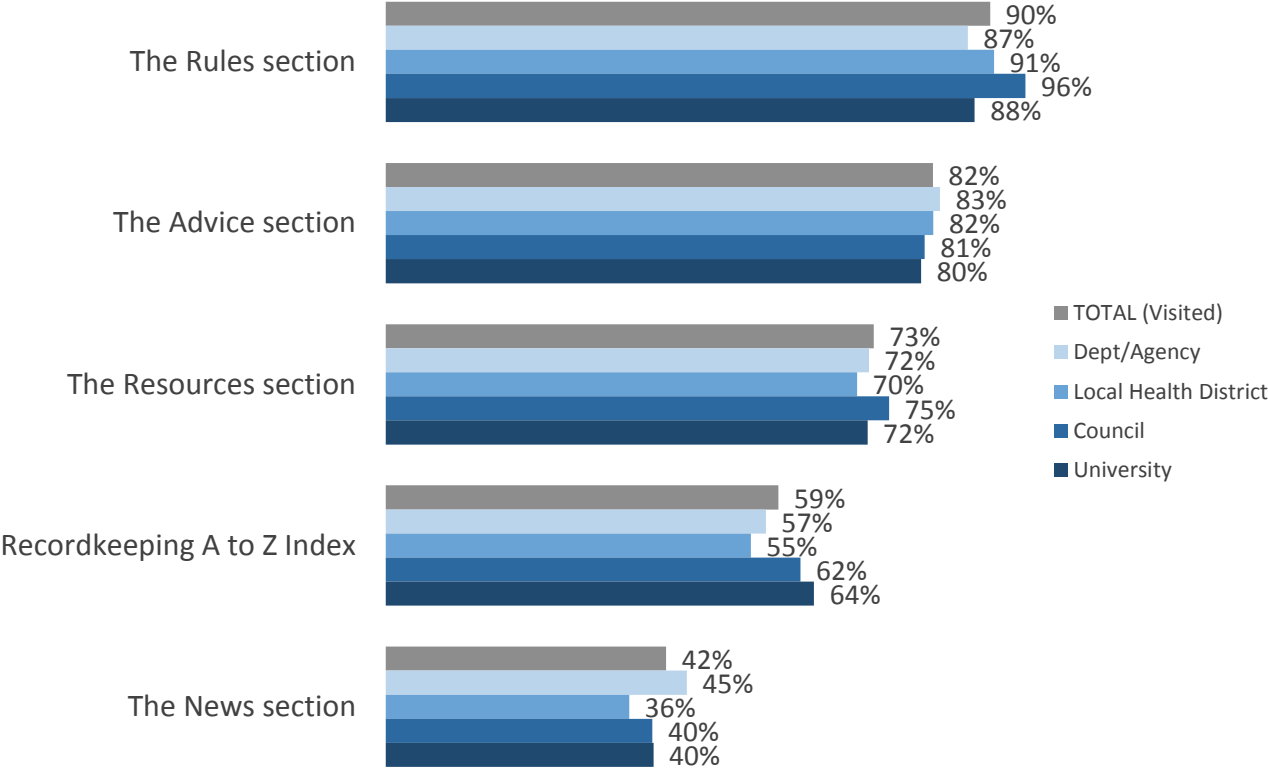
Those who had visited the website tended to find it very useful, with more than half thinking it could be 'very well' described as being relevant (63%) and helpful (58%). The highest proportion of negative responses (14%) was in regard to the website being 'well-presented'.

Pages visited on the website

By Organisation Type



How often have you visited the following sections of the website?
By Organisation Type; Visited (any number of times)



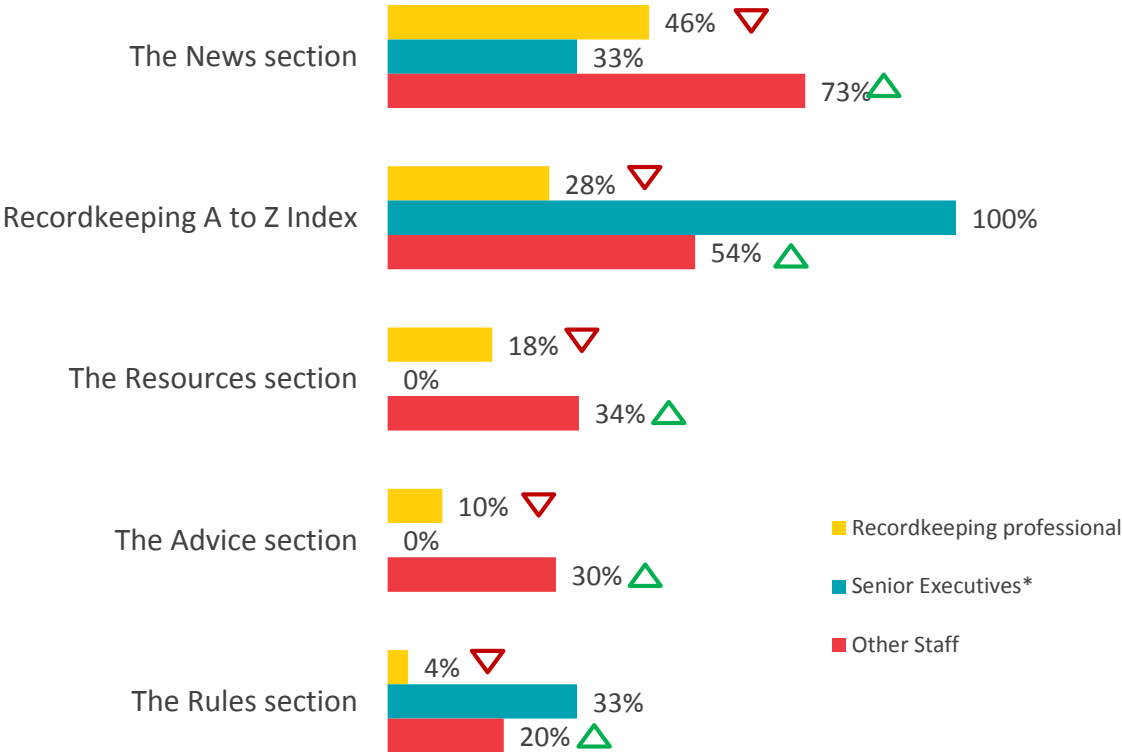
The vast majority of website visitors had made use of Rules (90%), Advice (82%), and Resources (73%) sections – these results were largely consistent across organisation types.

Pages visited on the website

By Job Position



How often have you visited the following sections of the website?
By Job Position; Never visited



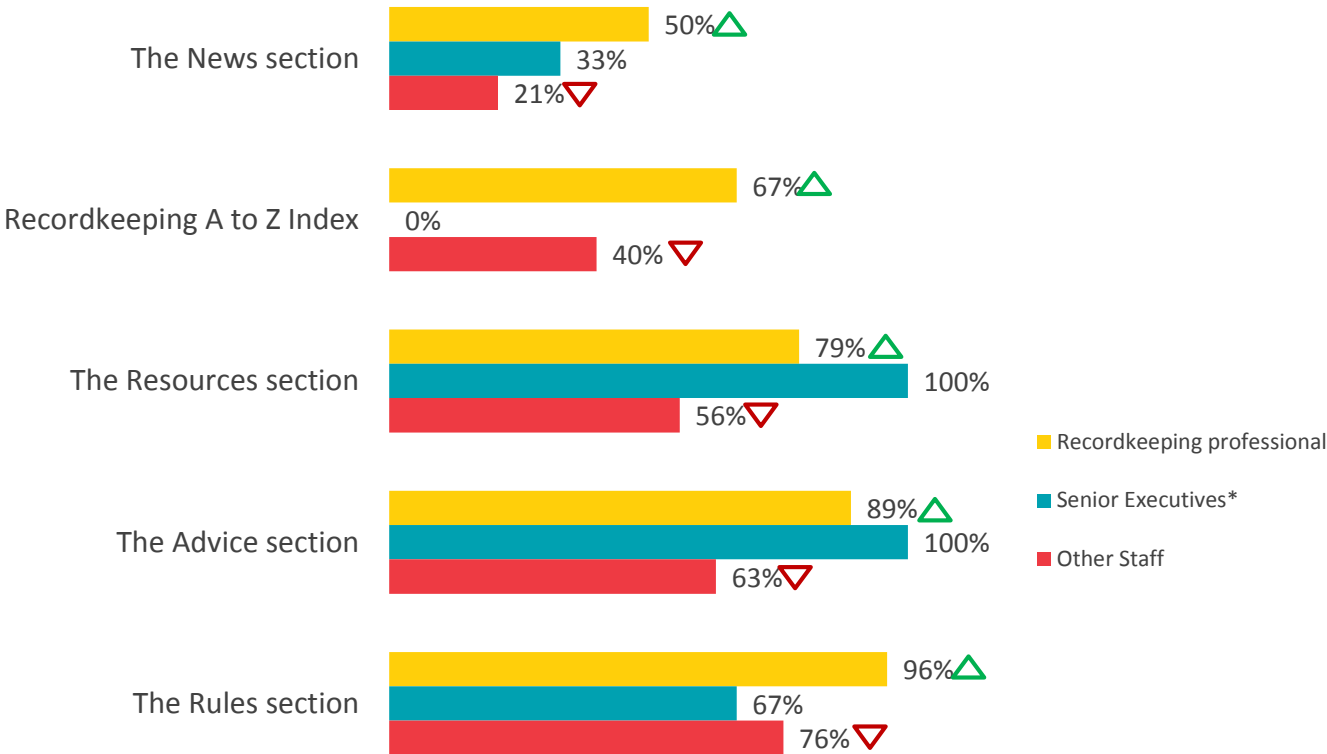
When analysing by the proportions of website visitors who had never visited particular sections, the results suggest that the News and Recordkeeping A to Z sections are not of broad value to most users. Recordkeeping Professionals were likely to have made some use of the A to Z (only 28% had never visited), but other non-executive staff were highly likely to have never access either that section (54%) or News (73%).

Pages visited on the website

By Job Position



How often have you visited the following sections of the website?
By Job Position; *Visited (any number of times)*



On the other hand, amongst those who have visited the website *at least once*, Recordkeeping professionals (the most likely group to visit the website) reported their top 3 most frequented pages as: ‘Rules’, ‘Resources’, and ‘Advice’ sections. Following a similar trend, however to a lesser degree, Other Staff also reported the same top 3 pages as their most frequented pages.

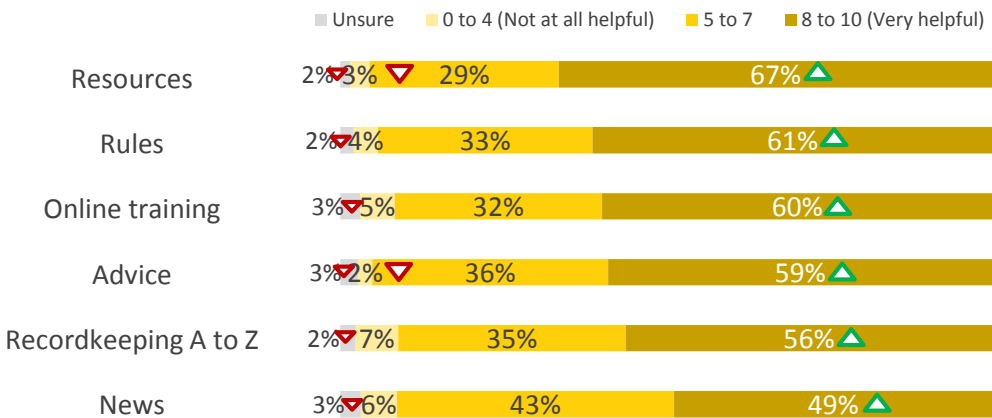
Helpfulness of Recordkeeping website

By Job Position

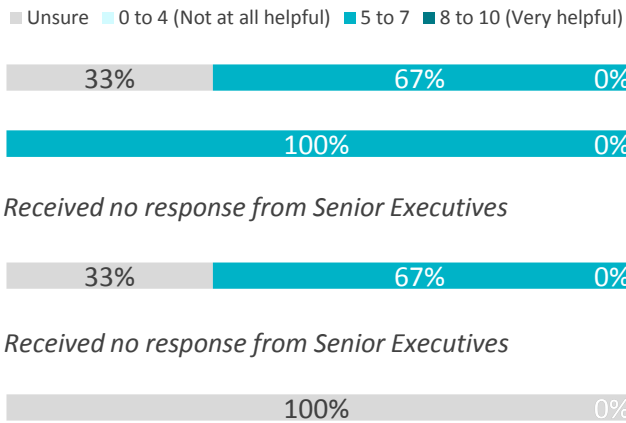


Overall how would you rate the helpfulness of each of the section of website you have used? By Job Position

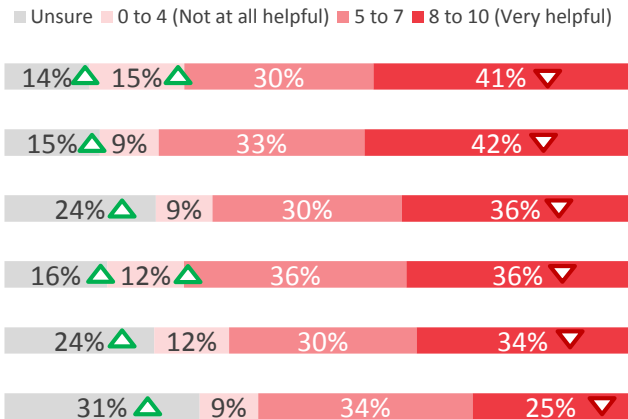
RECORDKEEPING PROFESSIONALS



SENIOR EXECUTIVES*



OTHER STAFF



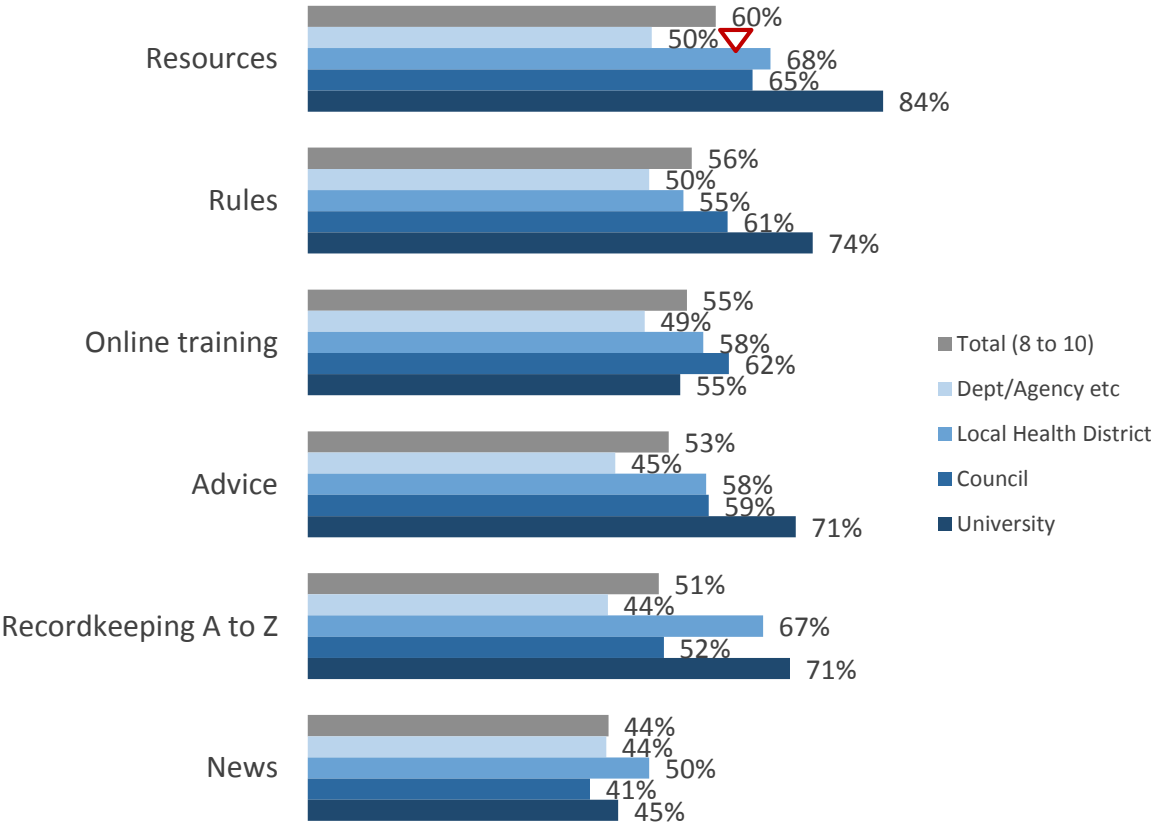
Recordkeeping professionals tended to find each section of the website more useful than non-records-focused staff who had visited. The best-rated website sections in terms of helpfulness were Resources (67% of records professionals considering it very helpful) and Rules (61%, and 42% of other staff). The News section was only found very helpful by a minority of recordkeeping professionals (49%), as well as by the lowest proportion of other staff (25%).

Helpfulness of Recordkeeping website

By Organisation Type



Overall how would you rate the helpfulness of each of the sections of the website you have used?
By Organisation Type; Scores 8 to 10 (helpful)



Most sections of the website were found marginally more useful by those visiting from a University, made evident by the highest 8 to 10 scores reported across *most* website attributes.

AN INFORMATIVE RESOURCE

The NSW State Archives and Records website is considered to be a very informative resource that is often used by SROs. It also seen, by some, as one of the strongest communication tools offered by NSW State Archives and Records

"I find the website really useful and I find it easy to navigate and it's genuinely easy for me to get the information I want or need".

"You can go onto State Records website and find all these schedules where you can figure out whether a document needs to be kept or can be destroyed and how long and so on. We use those where we can".

"It's actually a nice little website, looks very good".

"We get information from [NSW State Archives and Records] on the internet for the record type".

"Links on the website, I look up them all and just read through them".

"I would say probably [I would contact NSW State Archives and Records] no more than twice a year or something like that...we'd go to the website first".

"I access their website to see the news and post news".

"I probably might look at their website at least a couple of times a month".

"I'd always go to the website, I'd always look for forums. Forums of interest, say confidences, things like that, groups where you're talking about the specific issue. For example cybersecurity of records might be a good one to do a forum on".

"I think [the website] fully supports all the information that we require, because we don't actually get the information to visit the website to look at... I've only just generally gone and looked at the website to see what else is new that will be posted [on our website]".

INFORMS INTERNAL DOCUMENTATION

The website is also used as a helpful tool to build or update internal documentation

"For example, if I'm wanting to revamp my digital record keeping assessment, then I'd go onto their website [for] the latest thing, look at their records management advice in regard to the new revenue standard for example. They are there to help us establish policies and procedures".

IMPROVEMENT AREAS

Yet, improvement areas for the website have been identified by some SROs, including expanding the current set of tools and information available on the website

"Get more on your website, make it more accessible. Get some tools on there for agencies, get some tools on there for practitioners, and for staff. And make that distinction, you've got practitioner tools, and your [everyday] staff. This is for your people, population: 'did you know that if you don't do this, this might happen, and if you do do this, you're going to [be compliant]?'"



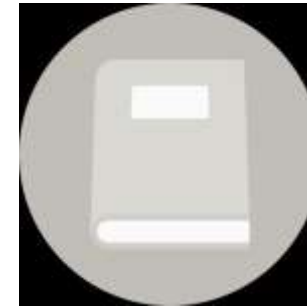
Respondent Profile



Organisational Attitudes
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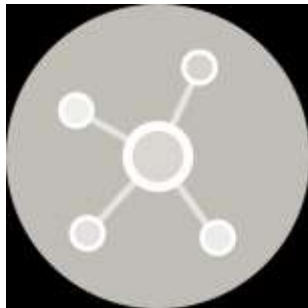
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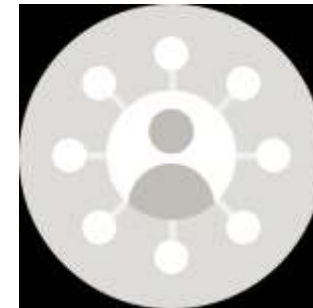
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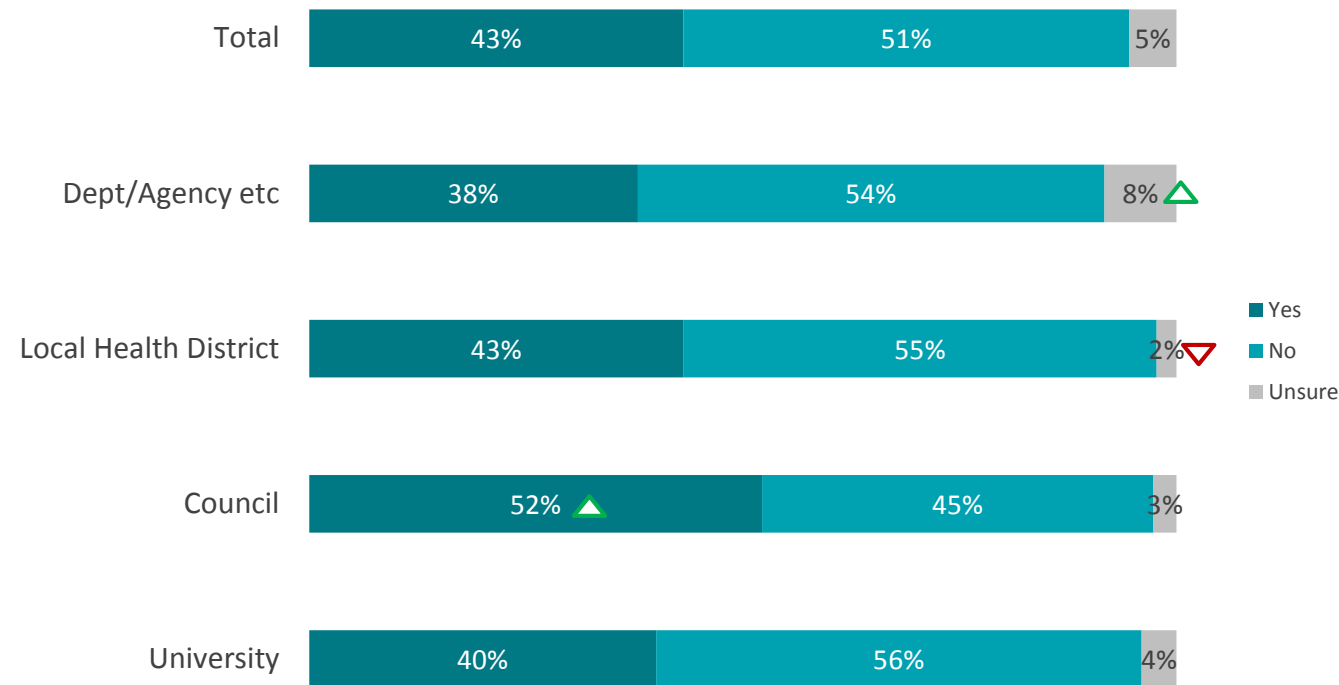
NSW State Archives and
Records Communication
Channels

Completed online training modules on the website

By Organisation Type



Have you ever completed any of the online training modules on the website?
By Organisation Type



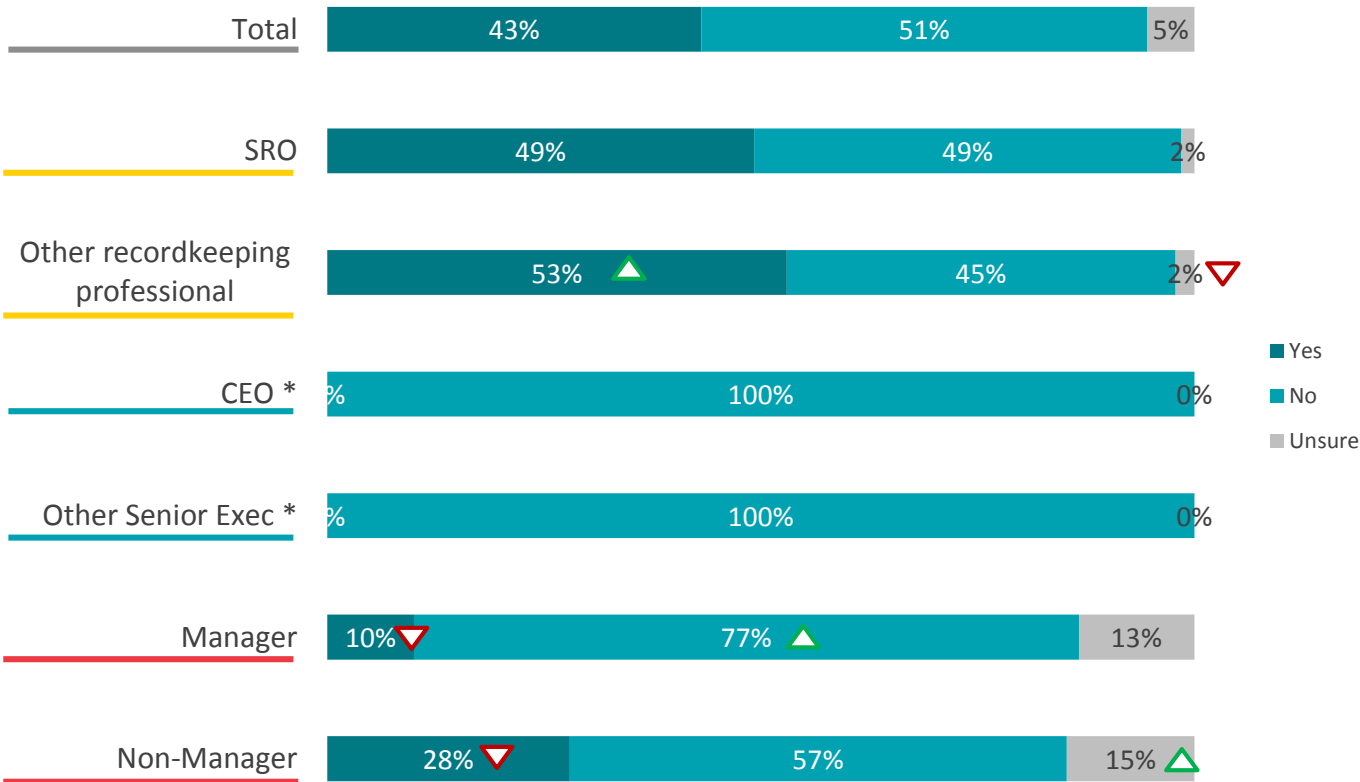
Overall, almost half of respondents (43%) had ever completed any of NSW State Archives and Records' online training modules – a positive result. This was significantly higher amongst those employed at a Council (52%), and lowest by comparison amongst those working in a State Department or Agency (38%).

Completed online training modules on the website

By Job Position



Have you ever completed any of the online training modules on the website?
By Job Position



Both SROs and other recordkeeping professionals were more likely than the average respondent to have completed online training modules – in fact, a majority (53%) of the latter group had done so.

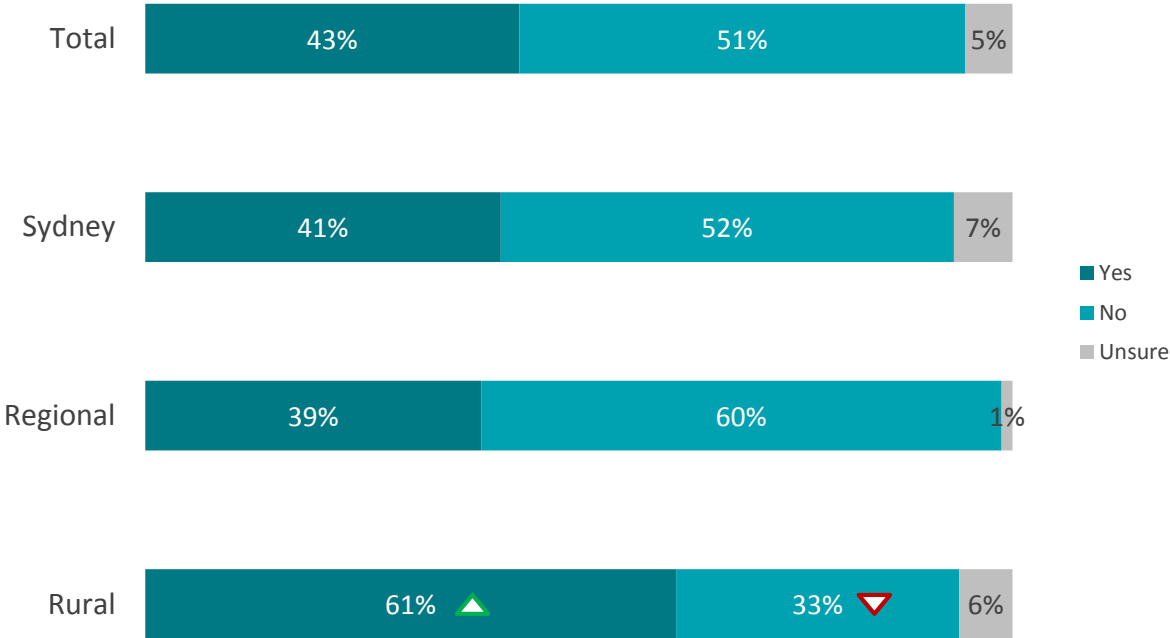
Take-up was lowest among the small number of senior executive website users (none out of three respondents), and managers, 10% of whom had completed online training.

Completed online training modules on the website

By Region



Have you ever completed any of the online training modules on the website?
By Region



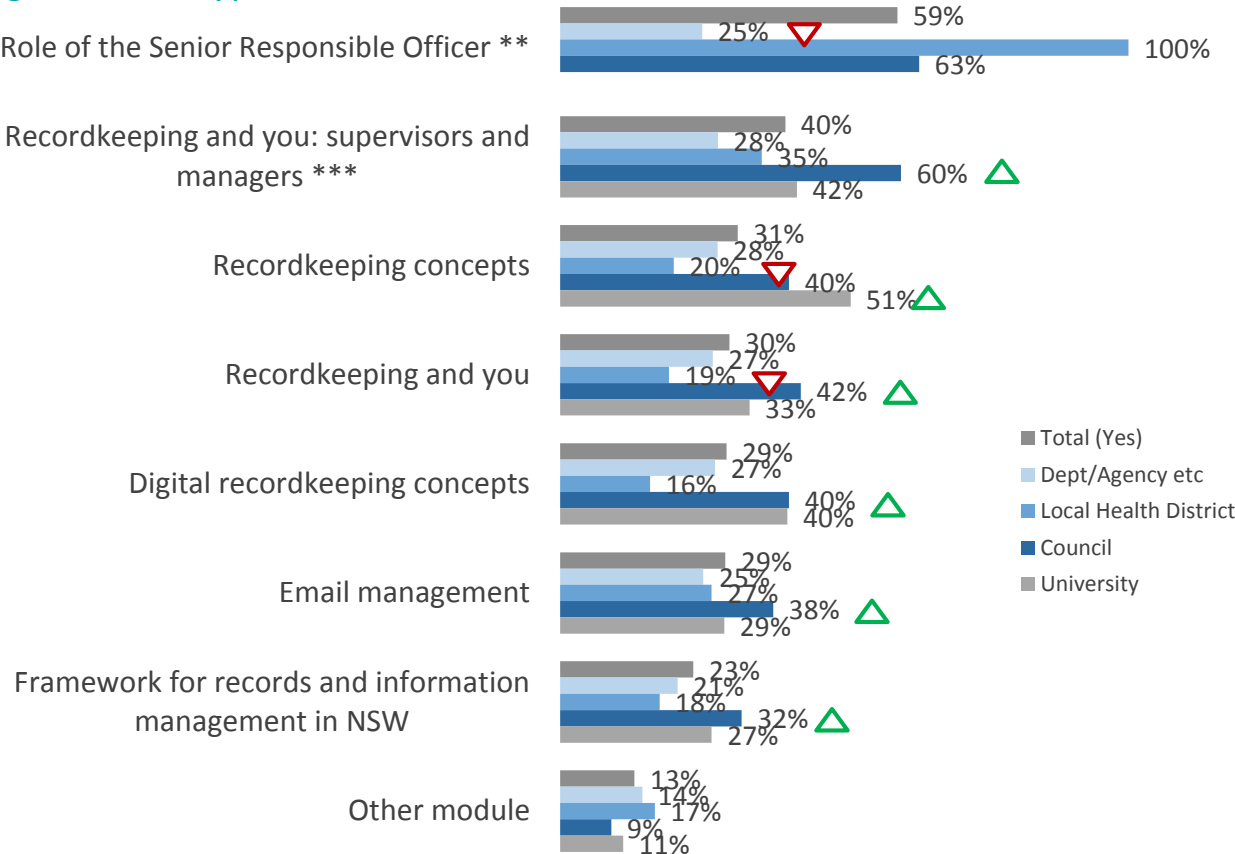
It is also interesting to note that online training appears to be especially useful for those outside of the Sydney metropolitan region who are not likely able to attend in-person sessions or are otherwise more isolated from communications: significantly more respondents in rural areas (61%) reported that they had completed at least one online training module.

Experience with online training modules

By Organisation Type



Which modules have you completed? By Organisation Type



Among those completing online training, the most commonly accessed was ‘Role of the Senior Responsible Officer’ (59%, including all of those working in a Local Health District), followed by ‘Recordkeeping and You’ (40%, including significantly more – 60% – of those working at a Council).

Each of the prompted modules had been completed by at least one in five of those accessing the training.

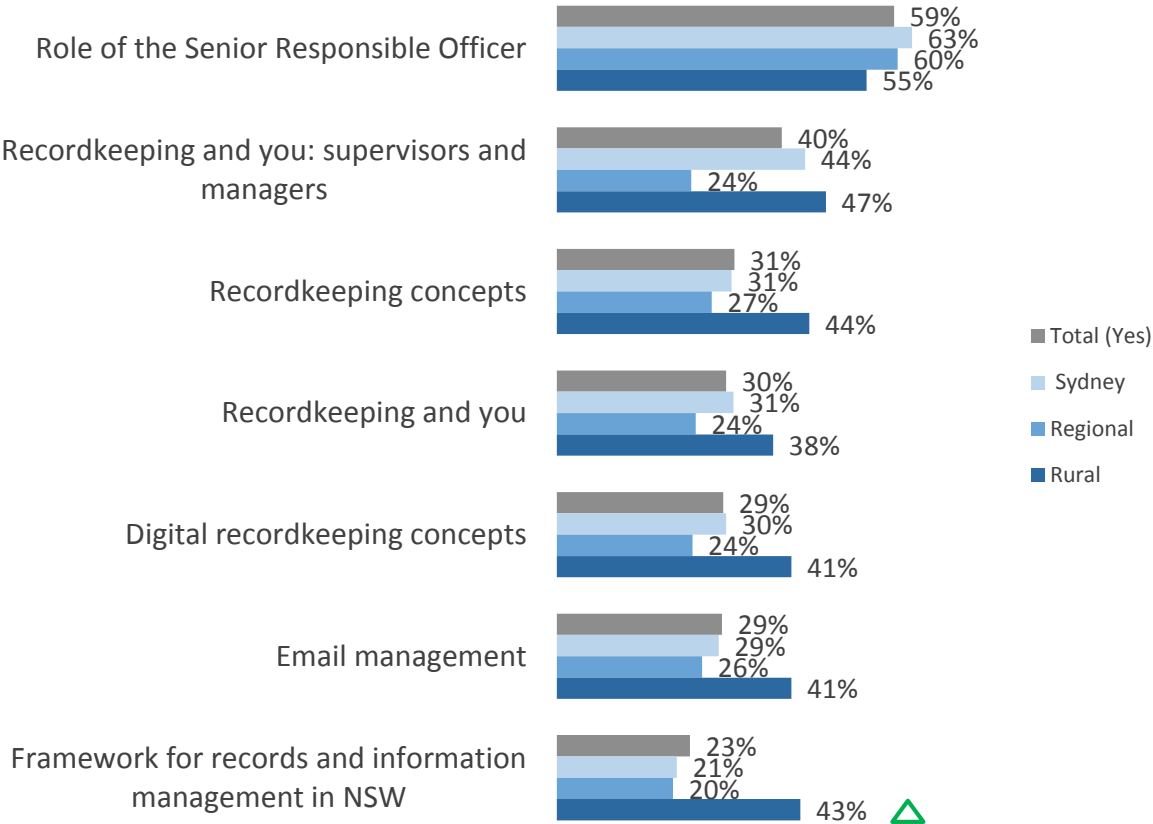
Q38. You mentioned that you had completed online training with modules on the Recordkeeping website. Which modules have you completed? (Yes)?
Base: total n=995; Department/agency n=446; Local Health District n=283; Council n=210; University n=56
NB: Significantly more  and significantly less  when compared to the other sub-groups (at 95% confidence)
*Low base sizes with less than n=30 should be viewed as indicative results
** Only asked of Senior Responsible Officers
*** Only asked of ‘Manager’ or higher

Experience with online training modules

By Region



Which modules have you completed? By Region



While those in Rural areas were similarly likely as those in Sydney or a Regional area to have completed the most common modules, those respondents appeared more likely to continue on through other modules.

For example, more than two in five had completed ‘Framework for records and information management in NSW’ (43%), ‘Email management’ (41%), and ‘Digital recordkeeping concepts’ (41%).

A UTILISED RESOURCE

The e-Learning modules provided by the NSW State Archives and Records is a resource often being used, and at least one e-module has been incorporated in the internal training provided by some organisations.

"I am 100% certain that one of [our e-Learning modules] is connected to the State Archives, which is the general recordkeeping responsibility".

"We also get updates on training courses and so on as well, but most of my staff have done those training courses".

IMPROVEMENT AREAS

Some SROs perceived the training modules to be too generic or basic, and do not address their organisation's specific recordkeeping needs. It was also believed that those who created the training content came across as people who did not have any practical recordkeeping experience, rather just 'academic' or 'textbook' experience.

"What they've done is very generic... a lot of their staff are very academic and sometimes they don't have the practical experience. So somehow, they develop something just based on the academic side, but when put into practice, it might not be in that way".

"They don't understand your problem because they have not been in the front end before".

"I get the sense that they're doing fantastic work, [but] they're a little bit isolated from the broader government patch".

LOW AWARENESS AMONGST NEWER SROs

SROs who were relatively new to the role, were not aware of any training opportunities offered by NSW State Archives and Records

"No [I wasn't aware]... that could be great".

FACE-TO-FACE TRAINING

Many SROs recall attending face-to-face training facilitated by the NSW State Archives and Records and remember their experience being very satisfactory. Training was also typically attended by other non-recordkeeping employees. Of those who attended these events in the past, some SROs were unaware that face-to-face training had ceased and that only the online training was available. More notably, there is still an interest in face-to-face training.

"We do make use of [face to face training]. I've attended and staff around the state have attended".

"It wasn't just me and my team that was utilising that training. It was staff right across the state. Not necessarily, lots of frontline staff but administrative and office space staff who were responsible for coordinating record keeping in their office or in their region. They were attending and had great feedback about what's really useful".

"I think training would be great, more hands-on learning would be excellent. I am expecting to sort of open up the communication channel again... it's only really been if I've asked for information that they will send through more information".



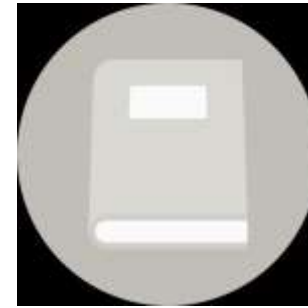
Respondent Profile



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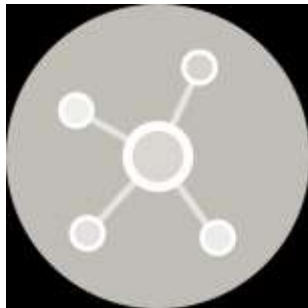
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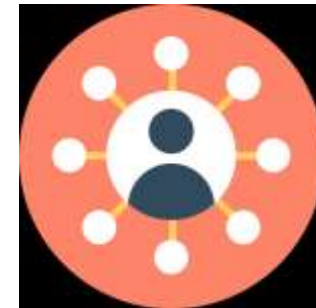
Sources of Information



A closer look at the
Government
Recordkeeping Website



A closer look at Online
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Records



NSW State Archives and
Records Communication
Channels

COMMUNICATION WITH THE WIDER ORGANISATION

The majority of SROs believe that there is no need for the NSW State Archives and Records to communicate with the wider organisation, as information is often filtered through the SRO / Recordkeeping team and tailored to suit the organisation's specific needs. Nonetheless, there were some SROs that were of the belief that NSW State Archives and Records can provide more support to their role by communicating with Senior Executives, to help them reiterate and confirm the importance of being a compliant organisation.

"You can communicate up, which is fine, because you get a director, but at the end of the day, they're only gonna fire it back to me and say, hey, this is for you. Communicating down, I don't think is a really good idea because on one hand the information you really need to ... We've got our own information dissemination procedures, inside, be it bulletin boards or group emails or whatever. We can take the base content that comes through from State Records and those sorts of places and put a bit of a, I don't want to say spin on it, but something that means something to the staff. We'll take that information but polish it up a little bit, I suppose that's a better way. I don't know if communicating on a lower level directly would add any value to that process".

"All [NSW State Archive and Records] do is email me or just forward them on to me. We have senior officers meeting, so if it's something that's sort of agency specific, I would bring it up. I'd also communicate with my Director, and I'm also sort of intuitive enough to sort of say, "Well, this is going to affect the organisation". That it needs to be raised at the executive level".

"[Emails sent to the wider organisation can be] kind of spammy, then it could just start getting deleted and then it would never get read".

"So, there might be a part of an email that goes through to people where there's headline issues. Here are the things you absolutely need to be aware of. And, then it might say for more detail, go to the following website, for example".

"Obviously if it's an audit then probably doing it through the senior responsible officer would be the way to go. But if there was a briefing about high level overview of the recommendations and what not, then that would need to go to the CEO, for example ... I think that given the resource challenges, if we could get that top level, they could then ... come and support processes".

"If you say "State Archive & Records" that can have more influence on the executive level as well as the IT side"

"I will be the frontline people fighting with them. Yes, the [State Archives and Records Authority's] response back to me is useful, but how could they make that important in the senior management's mind?".

"Even though [State Archives and Records Authority of NSW] have provided some information to the Executive, they have not exerted adequate influence".

"The State Records do also usually includes the CEO in messages that I received as well. Yes, I think it is appropriate".

"I think that it's also good that they email the CEO. So, my directors are aware about what's happening".

"So I'd like to see them being a little bit more vocal and proactive in sort of encouraging. The agencies is supposed to be sort of standing up and saying, talking to the IT and sort of having some sort of be aware of these new issues".

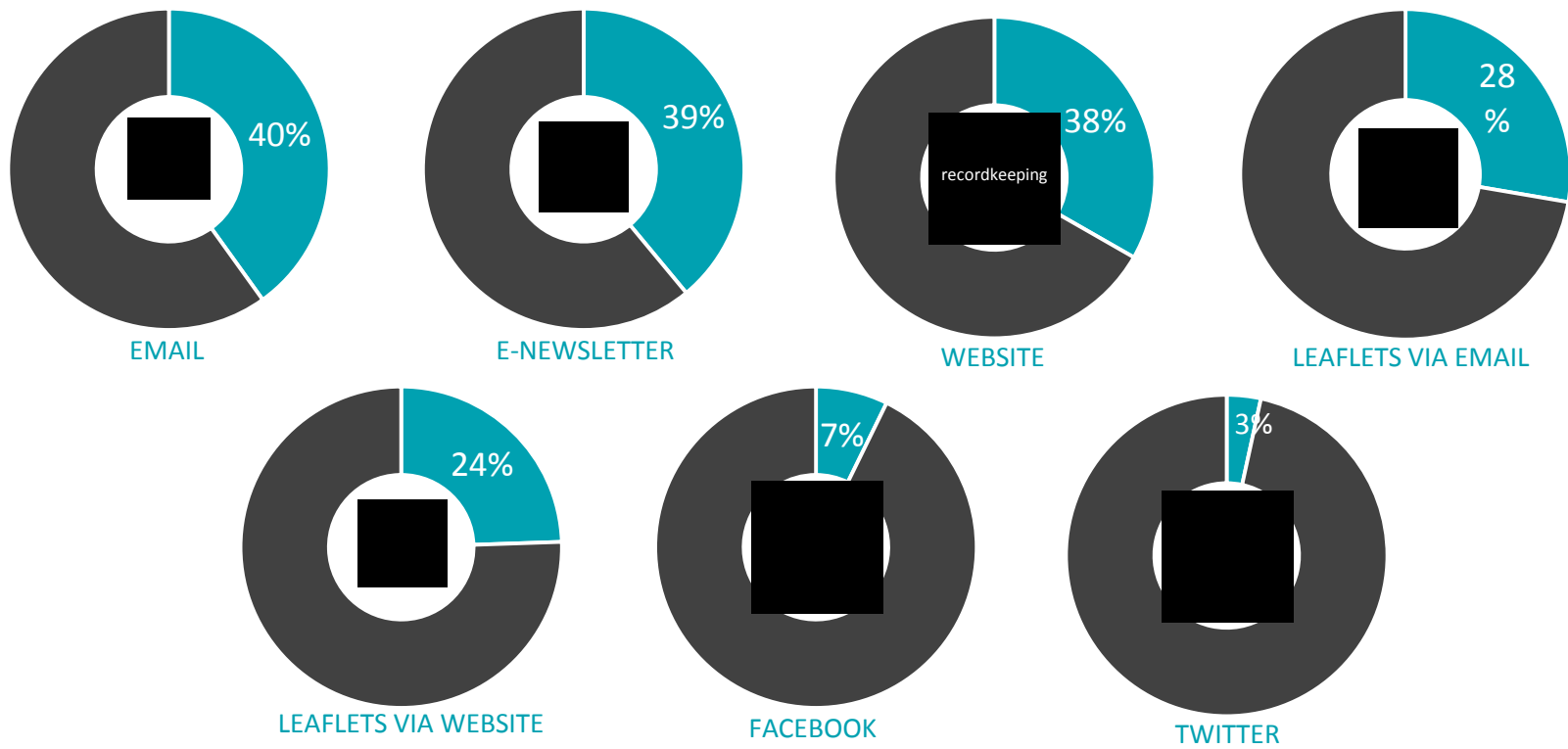
"I think at the executive level, it's about sort of bringing headlines and issues to their attention; whereas, at the operational level, it tends to be very much more about getting them the details they need to be able to implement the changes"

"It's usually a letter that's directed specifically to the CE to raise their awareness of their record keeping obligations. It's usually a pointed letter. It's good, I just don't actually think that they read it, probably"

Preference for communications

By Total Population

How interested would you be in each of the following channels for notifying you and informing you about recordkeeping requirements?
By Total Population; Scores 8 to 10 (Interested)



Respondents were most likely to indicate a high level of interest in direct email communications from NSW State Archives and Records (40% giving a score of 8 to 10), with similar scores reported for an e-newsletter (39%) and via the website (38%). There was a clear lack of interest in receiving information via social media, with fewer than one in ten interested in Facebook (7%) and Twitter (3%).

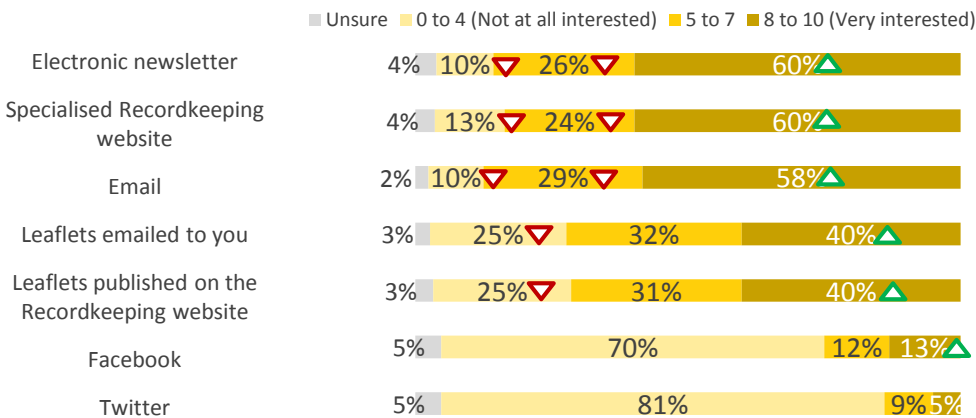
Preference for communications

By Job Position

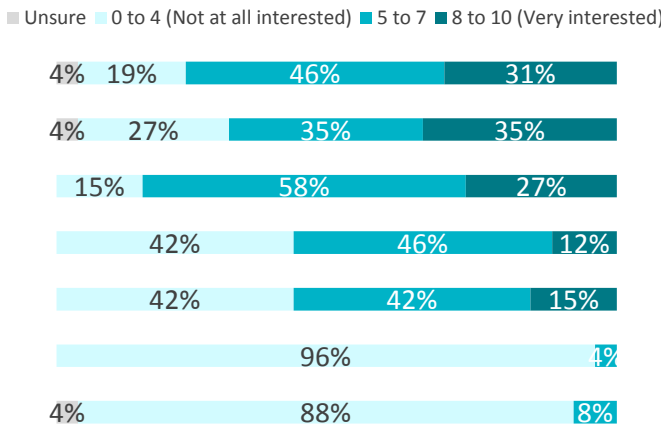


How interested would you be in each of the following channels for notifying you and informing you about recordkeeping requirements? By Job Position

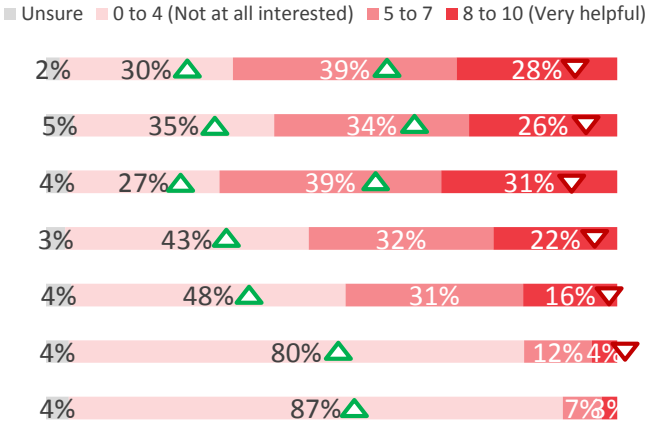
RECORDKEEPING PROFESSIONALS



SENIOR EXECUTIVES



OTHER STAFF



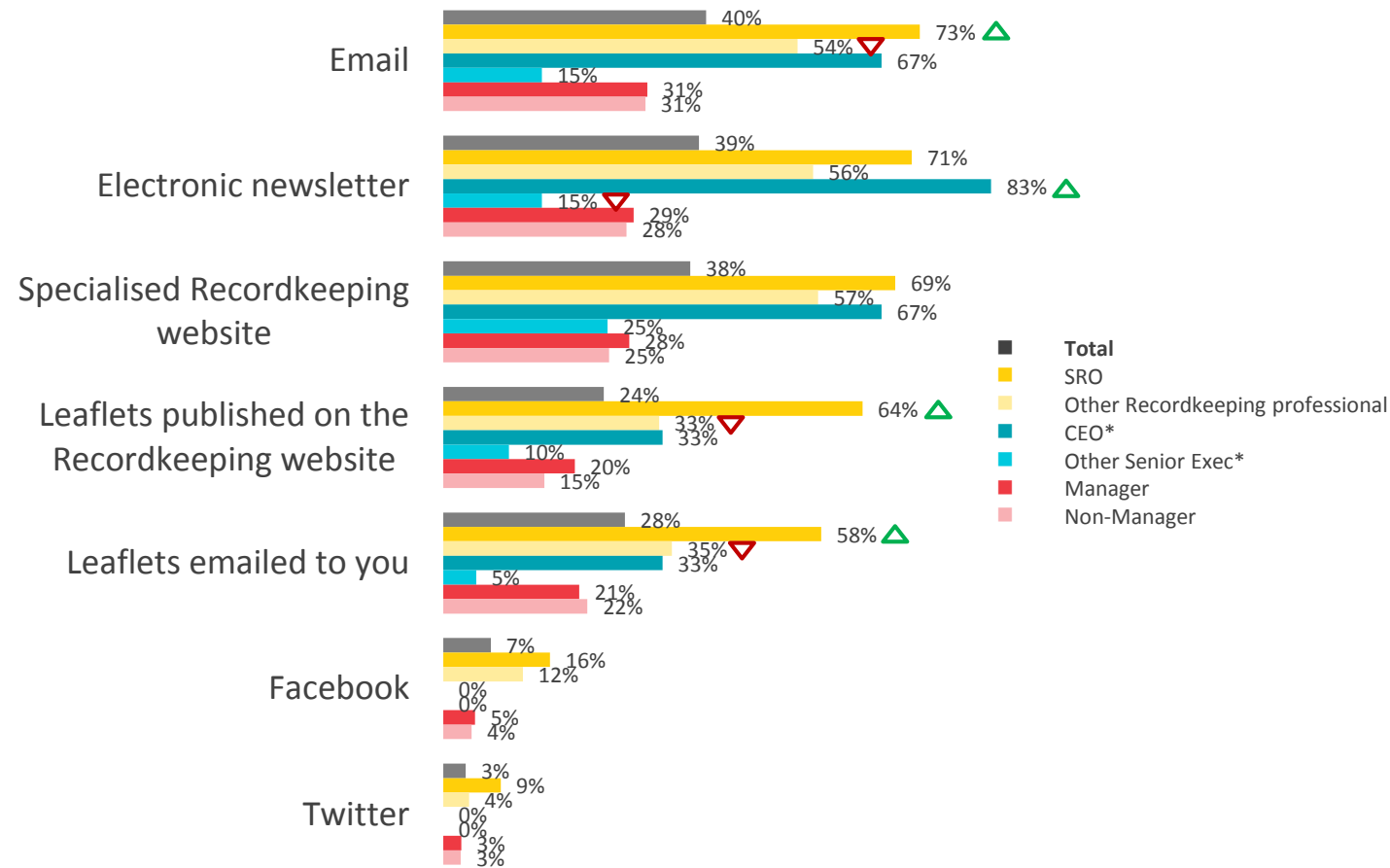
The preference for EDMs, For the Record, and email was strongest amongst recordkeeping professionals, around 60% of who were particularly interested in each as a communications channel from NSW State Archives and Records. Other staff were less interested in direct ongoing communications – no more than 35% of senior staff and 31% of others were highly interested in any channel – suggesting that these employees expect their organisation’s records professionals to receive information from NSW State Archives and Records on their behalf.

Preference for communications

By Job Position



How interested would you be in each of the following channels for notifying you and informing you about recordkeeping requirements?
By Job Position; Scores 8 to 10 (Interested)



SROs and CEOs in particular indicated a clear preference for receiving information through email (73% and 67% respectively) and an e-newsletter (71% and 83%).

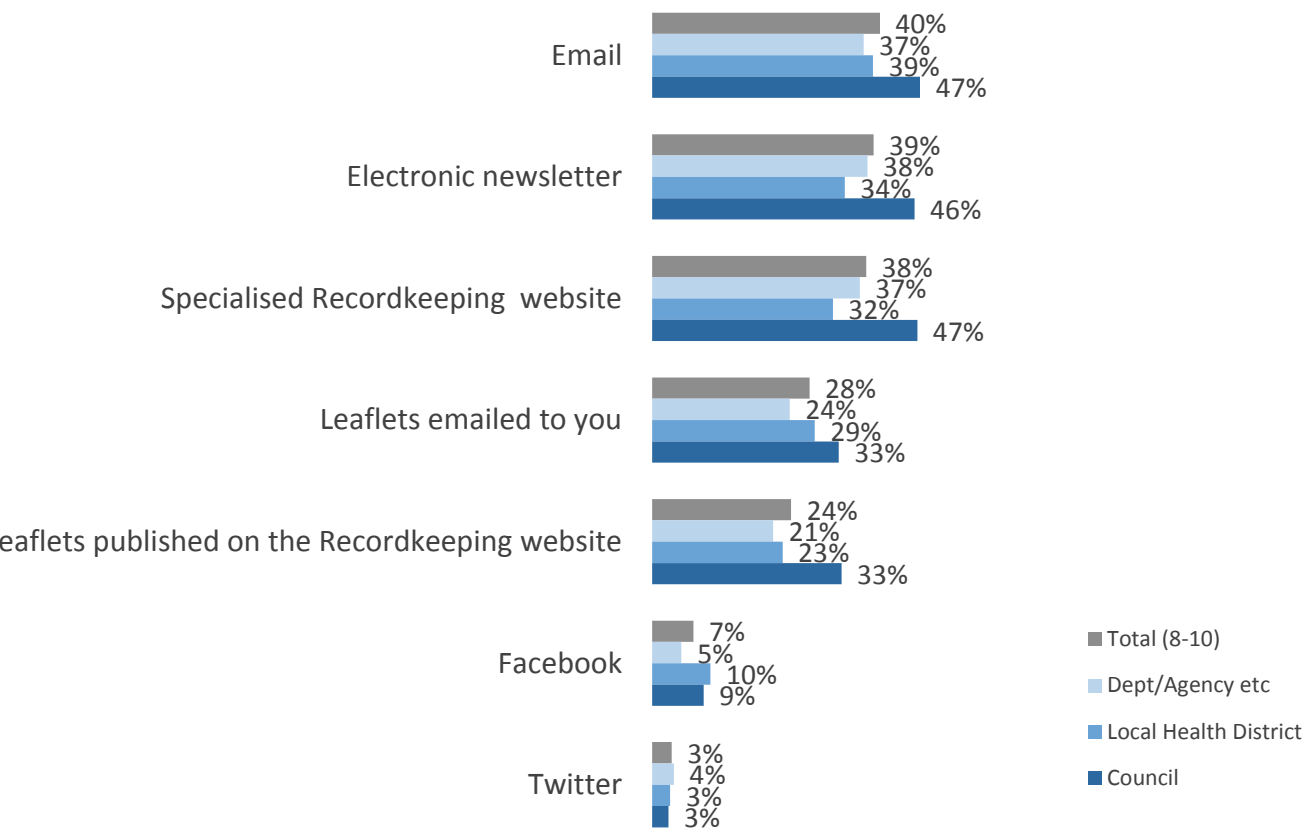
There was markedly lesser interest in each of the communications channels amongst non-CEO senior staff, again suggesting that this group may have a lower engagement with records management processes and act as a barrier to the dissemination of information regarding the organisation's obligations.

Preference for communications

By Organisation Type



How interested would you be in each of the following channels for notifying you and informing you about recordkeeping requirements?
By Organisation Type; Scores 8 to 10 (Interested)



Interest in communications channels through which to receive information from NSW State Archives and Records was generally equitable across organisation type, with no significant differences recorded. Those working at Councils were marginally more likely to indicate interest in email, a specialized recordkeeping website (both 47%), and an e-newsletter (46%).

EMAILS ARE MOST PREFERRED

Email is the communication channel mostly used to receive information from NSW State Archives and Records, and it is also the most preferred type of communication. This is especially suited to their busy work schedules and workloads.

"Certainly, I do read the emails that come through...I'm happy the way [information] is received".

"Whether it is in an email sort of a weekly update, or a monthly update, rather than me sort of going, "Oh, I should go and have a look at the State Archives and Records website", I would prefer that they contact me".

"Normally email".

"E-newsletter is good, that's always a plus, but also the training opportunities, they come to our email. That sort of stuff. I don't really normally go to websites unless I'm specifically looking for something, so the timely things that are coming up, email's best".

"In a general sense, for just general records information I get the emails, the newsletter. That's it. I don't access any other platform"

"I found [emails] really handy for training. I communicate them to the LLS Community of Practice or to our CEO, where there's relevant stuff that needs to go to head of agency. So, I do find those things useful, I probably wouldn't access information on other platforms".

"I actually do like [emails] because I'm bombarded with stuff on a general basis and because NSW State Archives and Records don't bombard me with stuff, when they want me to do something or they want me to be involved in something when they send me communications, I actually find that valuable. I've also found that when they asked me to do something, they give me the appropriate time to do it as well as you probably just saying that doesn't always happen".

"[Emails are] probably the best method for me".

"A phone call or email is always great. I think an in-person meeting might be a bit full-on, so like coming to the office to talk about it. I probably would say no to post".

"I get the standard email that's sent out and that saves me time. Any information is good information, I suppose".

"I found this piece of information delivered to your inbox. You read it when you get a chance and off you trot".

"I haven't unsubscribed yet, so I guess I'm fine. [Frequency] is just enough".

DISADVANTAGES RELATED TO EMAILS

However, these emails can sometimes be overlooked as they are amongst many other emails received in the SRO inbox

"I think we get circulars and things ... I can't say that it kind of features highly in my email inbox or anything like that".

"Not everything is relevant...we just get it all sent to our generic email account. I think it is important [for the NSW State Archives and Records] team to also have a good understanding of the senior staff in the organisation [to determine] which staff will find which publication relevant".

"I like material email, which is short and sharp. I like clear and concise information because I have, as I said, getting 100's of emails a day, there are only so many things you can read that's even possible during a day. So, something which is short and sharp and highlights the issues, and if there's something I need to do"

PRINTED MATERIAL IS NICE TO HAVE BUT NOT ESSENTIAL

Communication via printed material is desired by some, but not essential. However, one SRO reported distributing NSW State Archives and Records material as part of their formal induction

"Yes, it would be nice to sort of sometimes ... I would take the time if I received them in the mail to sit there and look at them and probably I will do that more so than if I got any ... I would look if I got an email as well, but it's probably ... I'm not going to ask another government agency to spend money on sort of paper documents".

"With every office induction, I distribute the State Records flyer that they've actually put through".

TELEPHONE CONTACT IS NOT A TOP PREFERENCE

Telephone conversations were preferred by the minority, however it was seen as being an efficient way of gathering information

"A richer conversation...the ability of just pick up the phone and talk to someone about a particular issue".

"A phone call or email is always great".

SOCIAL MEDIA CHANNELS ARE LESS DESIRED

NSW State Archives and Records' social media platforms or blogs were not widely used, if at all, by the SROs who were interviewed. There was also very little interest in using these tools, even once informed that they were available to them.

"The social media stuff I wouldn't necessarily engage with. I'd always go to the website".

"Not interested. Absolutely not interested. Why would I?".

"I don't access Twitter and I don't access Facebook and I wasn't aware of the blog".

"Well, we don't actually use Facebook".

"We don't use [Facebook] for any of our records-management operations".

"No [I wasn't aware], but I might go and follow them on Twitter".

"I wouldn't say a regular user [of social media] but I'm familiar with it. It's just another resource to call upon, but I wouldn't say I'm an active user of it, no".

"If it means having to go out and look at other sources I don't really have the time during the day to do that, so it's mostly by email".

"I know there are Twitter, and Facebook, and all those things. I don't have time for that stuff".

POTENTIAL BENEFITS OF SOCIAL MEDIA

However, some SROs believed that social media channels could be used as an effective channel to raise awareness and provide easily accessible information

"[Social media] can reinforce the value of State Records, or records compliance and record keeping, with everybody else, the admin staff".

STRONG INTEREST IN EVENTS, HOWEVER GEOGRAPHIC LOCATION IS A BARRIER
NSW State Archives and Records' events have been attended in the past, with many expressing a keen interest in also attending future events. However, for some, their geographic distance from the city, where most events are held, and limited budget for travel, are the main barriers to attendance. Also, highly sought after events are those that cover practical information that is relevant to the organisation.

"I really liked going to those because they're so informative and I love catching up with old colleagues, and the people that I know that have been there before".

"I also attend these records managers forums".

"I would love to go to the meetings, but I just don't have time, and they're always in the city, and they're always at 9 o'clock".

"If [NSW State Archives and Records] could have more seminars but not have them all in Sydney. I would 110% make use of that as well with other staff".

"I would possibly [attend events], because it could be tied in with our local networking group"

"[Distance from the city] is not actually good for my role because in my own performance and my own requirement as the Records Manager, written into that role description is sort of networking with peers and various key stakeholders. It also means that in some cases I'm not getting updates that I sort of could come back and implement into my own agency".

"Pretty good in what they send out [through emails]. It's always interesting".

"They do have forums, probably quarterly I think it is, in Sydney. I've been to a couple over the years, it's very difficult for me to get there, because it's so far away, and it's hard to justify traveling to Sydney for a half-day event unless there's something really critical in it, which I have done when there's something really critical that's relevant, gone down for it. And they're good, really good. I wish I could go to more of them".

"[Events] really have to be focused on how we can practically make the State Records Act work more effectively in our organisation... about getting in much more practical solutions that are made for our workplace and for everyone, and makes record keeping stronger, we'd definitely consider traveling for that".

"[The forums] Keep you up to date with other things that are happening in the records world, mostly related to local government in particular, which is always handy"

"Pretty good in what they send out [through emails]. It's always interesting".

"We have a fairly limited budget though, so we don't tend to go to too many things that require travel".

Other ways to be kept informed about recordkeeping requirements

By Total Population and Job Position



Are there are any other ways in which you would like to be kept informed about recordkeeping requirements?

By Total Population and Job Position (coded verbatim responses)

Total Population

"Themes"		Breakdown of "themes"	
Other channel delivery		Results are not mutually exclusive as respondents may have provided a response that falls under multiple themes or sub-themes. Therefore, results may not add up to the total in the chart on the left	
Source of information		Seminars/forums/conferences Email/mail updates Webinars/training portals Staff newsletters 2% 2% 1% 1%	
Training and education specific		From senior management/ workplace champion From Records/Records dept. Organisational updates/Internally Source Other 2% 2% 3% 1%	
Content related		Training/education One on one/face to face training 2% 2%	

Job Position

Proportion of respondents whose response falls under a specific "theme"

RECORDKEEPING PROFESSIONALS	SENIOR EXECUTIVES	OTHER STAFF
10%	0%	7%
5%	4%	7%
2%	0%	5%
2%	0%	1%

TERMINOLOGY USED

Information provided by NSW State Archive and Records is perceived to be written for the more 'experienced SRO' with assumed foundational knowledge. NSW State Archives and Records can also help support 'newer' record keeping professionals with a more simplified approach to introducing them to their recordkeeping obligations

"I feel like they probably are made for someone who has significant experience in this area".

"I guess a lot of people who would be coming into this role would be nominated into that position. Perhaps it could just be a standard that you would have a meeting with [NSW State Archives and Records] and go over what already exists, because it can be a challenge".

PRACTICAL AND RELEVANT

Communication that includes practical information, case studies and examples would be beneficial to the wider organisation. SROs also suggested that emails should not only include 'advanced' information that is specifically targeted at SROs, but simplified information that is useful for non recordkeeping professionals.

"[Information is] quite high level. So, it's great for somebody in my role or in a governance team looking after record keeping as a whole. But I would like to see maybe every edition that there's a best-practiced example or scenario-based case study or a link to some resources or snippet of some resources. To sort of get people wanting to access the resources on the State Archives website or see the relevance between what's in that newsletter and something that they do in their job every day".

"If there was more practical stuff communicated that would entice people to click on it and read it rather than just that high level. I think that would be much more beneficial for the broader organisation".

"I know that you can't get into detail, but sometimes you read it and go, 'okay, what does that really mean?' What in practice, a little bit more practical".

"Probably more practical advice and support I suppose. If you've got a particular issue then you can work it through with them ... [they should] continue to provide that type of advice; that will be a good development".

"It's the whole sharing experience; the challenges versus how we want to do things, success stories, all that sort of stuff. I think it's really useful".

LESS TEXT AND MORE VISUALISED, SIMPLIFIED INFORMATION

Although the information provided by NSW State Archives and Records is very helpful, there were some suggestions on how to communicate the text-heavy information to people who are more visual learners or who are time poor.

"A lot of it is very text-based. I mean I learn visually, this is why I do these things, like this is a strategy. But because it was all in separate pages, all very text heavy, I actually mapped out a flow chart of how this process will work, of what stages different standards, different policies come into effect on their relevant stages. And this helped myself and the staff understand that they don't have to worry about this policy per se because it's something that I will have to interact with, or going to struggle to interact with".

"Perhaps just cutting down the pages... you've got to really dig into it to make sure you're in the right thing".

"More clarity about what has to be done in terms of developing your program. Because the more simple it is, it will make it easier for them to communicate that to their staff as well. It's really a whole of team process, so I can show my team the different policies and procedures, but even the way it's written sometimes can be confusing.

"So I slowly got my head around it, and did some little like creating of flow charts, and like figured out this is how it all works, this is when the policies come into play, this is when the standards are relevant".

"This little handbook [Recordkeeping Fundamentals leaflet] they sent out just recently, it was very informative. I knew about it when it came out. It's been communicated quite well. It gives me the key points that I need to focus on, then if I need more I can go back to the full legislation. Things like that are helpful in a condensed version of something to give us an idea of the changes".

"It's good to have a step by step structure - "You've got to do this and this is how you do it".

FUTURE OUTLOOK

A desire to learn more about the future of recordkeeping and the implications for organisations were expressed by some SROs

"just maybe facilitating a good network of those achievements that have actually happened, like setting up think tanks about how... more strategic think tanks about what is record keeping in the future going to really look like? The concept of big data... What does the State Records look like in 50 years? Will there need to be one?"

5. Appendices

Organisation Profile

Online Survey

		TOTAL	Record keeping	Senior Executive	Other Staff
	(n=) Column %	995	336	26	633
Q1 Organisation Type	Dept/Agency etc	45%	44%	65%	45%
	Local Health District	28%	17%	12%	35%
	Council	21%	33%	23%	15%
	University	6%	6%	0%	6%
Q1a Region	Sydney	55%	57%	65%	53%
	Regional	35%	29%	19%	39%
	Rural	10%	14%	15%	8%
Q2 Govt/Agency Cluster	Education	1%	1%	0%	1%
	Family & Community Services	0%	1%	0%	0%
	Finance, Services & Innovation	5%	5%	8%	5%
	Health	4%	5%	0%	3%
	Industry	2%	3%	0%	1%
	Justice	7%	6%	15%	7%
	Planning & Environment	22%	13%	35%	27%
	Premier & Cabinet	2%	2%	0%	2%
	Transport for NSW	2%	4%	4%	0%
	Treasury	0%	1%	0%	0%
	Other participating	2%	4%	0%	1%
Q3 Council Region	Greater Sydney	7%	13%	0%	4%
	Mid North Coast	1%	1%	4%	0%
	Murray	0%	0%	0%	0%
	Riverina	1%	1%	4%	0%
	Hunter	1%	1%	0%	2%
	Illawarra	0%	1%	0%	0%
	Richmond-Tweed	4%	1%	8%	5%
	Capital Region	1%	1%	0%	1%
	New England and North West	2%	4%	4%	0%
	Central West	1%	4%	4%	0%
	North Western	0%	1%	0%	0%
	Far West	0%	0%	0%	0%
	Southern Highlands/South Coast	1%	1%	0%	0%
	Other	2%	1%	0%	2%

		TOTAL	Record keeping	Senior Executive	Other Staff
	(n=) Column %	995	336	26	633
Q4 Local Health District	Central Coast Local Health District	0%	0%	0%	0%
	Far West Local Health District	0%	1%	0%	0%
	Hunter New England Local Health District	0%	0%	0%	0%
	Illawarra Shoalhaven Local Health District	0%	0%	0%	0%
	Mid North Coast Local Health District	0%	0%	0%	0%
	Murrumbidgee Local Health District	0%	0%	0%	0%
	Nepean Blue Mountains Local Health District	1%	1%	0%	1%
	Northern NSW Local Health District	0%	0%	0%	0%
	Northern Sydney Local Health District	1%	1%	0%	1%
	South Eastern Sydney Local Health District	0%	1%	0%	0%
	South Western Sydney Local Health District	0%	0%	0%	0%
	Southern NSW Local Health District	0%	0%	0%	0%
	Sydney Local Health District	0%	1%	0%	0%
	Western NSW Local Health District	22%	11%	12%	29%
	Western Sydney Local Health District	3%	2%	0%	4%
	Other	1%	1%	0%	1%
Q5 University	Charles Sturt University	0%	1%	0%	0%
	Macquarie University	1%	1%	0%	0%
	Southern Cross University	1%	0%	0%	1%
	University of New England	0%	1%	0%	0%
	University of New South Wales	0%	0%	0%	0%
	University of Newcastle	0%	0%	0%	0%
	University of Sydney	0%	0%	0%	0%
	University of Technology, Sydney	0%	0%	0%	0%
	University of Wollongong	4%	2%	0%	4%
	Western Sydney University	0%	0%	0%	0%
	Other	0%	0%	0%	0%

Staff Profile

Online Survey

		TOTAL	Record keeping	Senior Executive	Other Staff
(n=) Column %		995	336	26	633
Q7	Tenure	Less than 1 year	13%	8%	13%
		1-2 years	12%	8%	13%
		2-5 years	17%	38%	18%
		5-10 years	18%	15%	19%
		10-20 years	25%	19%	23%
		More than 20 years	14%	12%	14%
Q10	Job area	Administrative support	16%	17%	17%
		Clerical	4%	5%	4%
		Customer service	7%	6%	8%
		Other service delivery	5%	4%	5%
		Business analyst	2%	2%	2%
		Corporate services	10%	23%	3%
		Database administration	2%	5%	1%
		Design or Engineering	1%	0%	2%
		Education	1%	0%	1%
		Finance	1%	1%	2%
		Health	14%	4%	19%
		Human resources	2%	0%	3%
		ICT	5%	10%	2%
		Legal	1%	1%	1%
		Marketing and communications	1%	0%	1%
		Policy	5%	1%	7%
		Program and project management support	5%	2%	7%
		Research	2%	1%	2%
		Technician or trade	1%	1%	2%
		Records/Information management	3%	10%	0%
		Other area (please specify)	8%	4%	10%

		TOTAL	Record keeping	Senior Executive	Other Staff
(n=) Column %		995	336	26	633
Q11	Employment Status	Ongoing/permanent	85%	85%	73%
		Temporary	4%	3%	5%
		Casual	2%	1%	3%
		Contract	8%	10%	7%
		Other (e.g. graduate program, seasonal)	0%	1%	0%
Q12	Inside vs outside office	Inside an office or building	96%	98%	99%
		Outdoors	1%	0%	1%
Q15	Assigned computer	Yes	89%	92%	91%
		No	5%	1%	6%



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