



Pulse of the Industry Report 2022

In Partnership with



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About this Report

The Pulse of the Industry Report 2022 is based on a survey conducted in May 2022 by [RecordPoint](#) in partnership with [RIMPA](#), providing an industry-wide health check for RIMPA members and the organisations they support. It is the first of its kind dedicated to the Australian and New Zealand market and provides the opportunity to establish an ongoing annual benchmark.

Key goals of the survey included understanding:

- the maturity of RIMPA member organisations' information management programmes
- transition to the cloud initiatives
- the impact of the pandemic
- approaches to managing a growing data estate.

The survey consisted of 26 key questions grouped into three major areas, *About You and Your Organisation*, *The Pandemic*, and *Technology and Data*, which impact effective

records and information management. We also asked respondents to grade their respective organisations across several critical areas and capabilities.

This Pulse of the Industry Report provides a number of key strategic and operational insights along with recommendations that inform records and information management practices, while highlighting several opportunities for improvement.

Survey analysis was completed by i3 Ltd which specialises in strategic information management with data analytics and visualisations provided by Analysis Paralysis Ltd.

Executive Summary

The Pulse of the Industry Report has revealed many valuable findings informing where records and information management professionals can best focus their efforts in order to advance their mandate. In analysing the data, we reveal strategic and operational insights which inform our key recommendations.

Highlights include:

- The criticality of being able to influence senior decisions makers, and ideas on how to do this effectively (especially given the majority of respondents work in non-managerial staff positions and do not know the budget for records management initiatives).
- The opportunity for digital transformation is still significant, with 88% of respondents still responsible for physical records.
- The challenge of operating in hybrid environments with remote working and ensuring your organisation has the tools to deal with these challenges effectively.
- The need to look at smarter ways of working and how this can be approached (74% of respondents expect their budget to be the same or decrease slightly or significantly).

- Records and information management professionals are starting to have greater responsibility for enterprise data, with survey results revealing significant responsibilities. Despite this, we are not making use of essential tools such as artificial intelligence and machine learning. We investigate some key tools and questions to consider in meeting this challenge.

Survey respondents highlighted several critical areas in our survey as needing improvement and a lack of effective strategic information management planning as a key issue that needs to be addressed. The Pulse of the Industry Report provides a range of insights and thought-provoking questions to consider to address these key records and information management industry challenges.

This section provides the context in which records and information management professionals work, including industry type, organisational size, and key responsibilities.

01

About You and Your Organisation

Key Themes

52%

A little over half of respondents (52%) work in non-managerial staff positions.

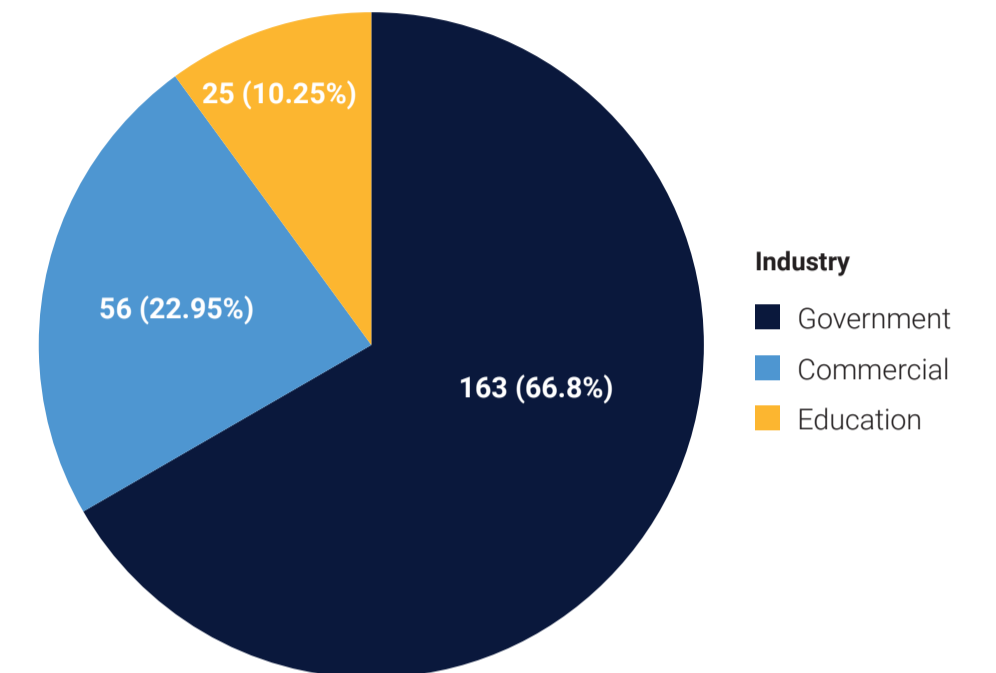
Unsurprisingly given the survey was aimed at RIMPA members, the majority of respondents (90%) represented the records and information management function. The remaining respondents represented the following areas:

- Line of business
- Information technology
- Compliance, risk, security, legal

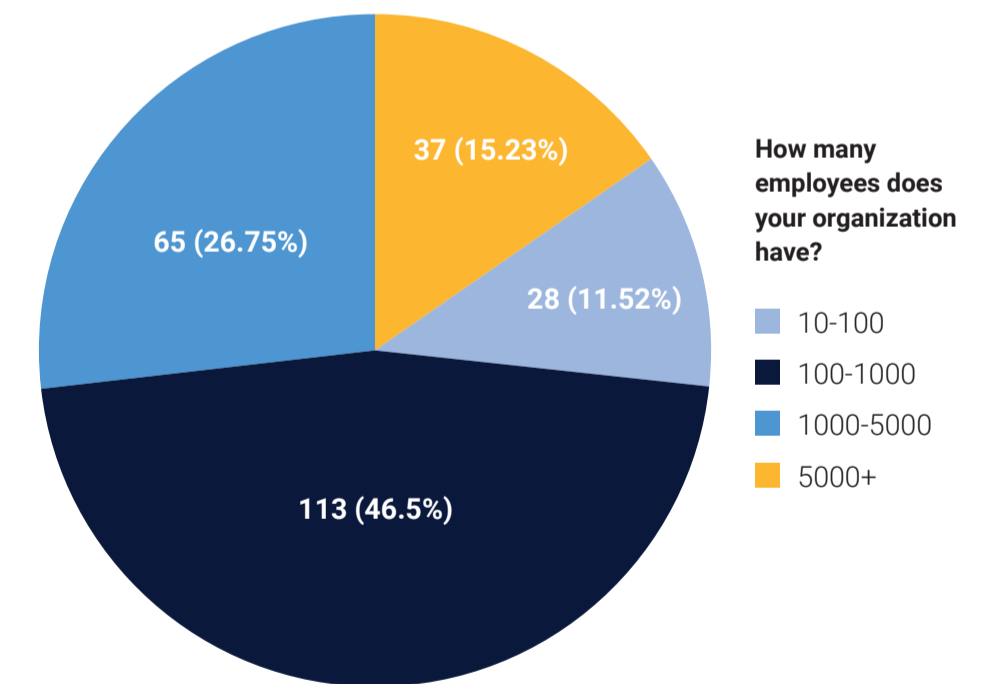
Given a little over half of respondents (52%) work in non-managerial staff positions, this raises the question of how the records and information profession can influence if they are not in leadership roles or represented at the executive leadership table. Pleasingly, just over 39% of respondents work in mid-level executive roles.

Most respondents fell into the middle band of 100-1000 employees in terms of organisation size. However, almost 15% of respondents were working in organisations with 5000+ employees. The survey results reveal that the bulk of our respondents (67%) work in government roles within local, state, and federal government. Interestingly, education represents almost nine percent of survey respondents.

Respondents by industry



Respondents by organization size



Key Themes

86%

The vast majority of respondents' organisations (86%) use Microsoft 365.

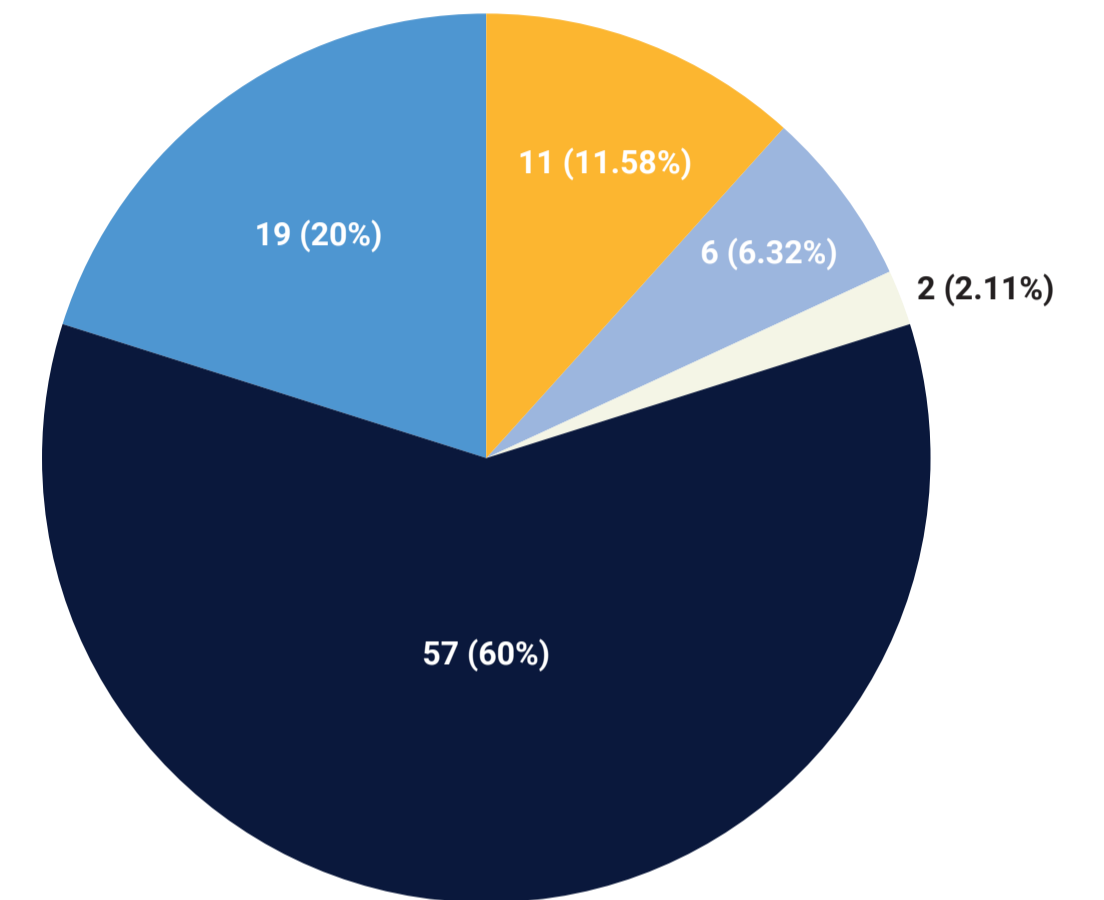
Not surprisingly, the majority of respondents are responsible for information management; however, it should be noted that just over 88% of respondents are also responsible for physical records. Records and information management professionals are starting to have greater responsibility for enterprise data, with our survey revealing significant responsibilities for the following data activities:

- Data privacy and security (43% of respondents)
- Data governance (49% of respondents)
- Data migration (39% of respondents)

The vast majority of respondents' organisations (81%) are hybrid, having both cloud services and on-premises systems. Cloud-first organisations are the clear minority representing only nine percent of respondents' organisations. The vast majority of respondents' organisations (86%) use Microsoft 365.

40% of respondents have plans to consolidate information and content management platforms in the next 12 months however, over half of respondents do not know their budget for records management initiatives. 74% of respondents expect their budget to be the same or decrease slightly or significantly.

Organisational IRM Budget - Mid & Senior Exec. Respondents



IRM Budget

- Up to \$100,000
- \$100,000 - \$500,000
- \$500,000 - \$1M
- \$1M or more
- Don't know

Insights

Understanding the barriers to digital adoption is critical.

- There is an opportunity to consider a partnership approach working in tandem with associated functions and activities where it is clear effective records and information management can support these functions. Leveraging what may have been seen as traditionally separate teams can be a 'force multiplier' in terms of additional resources and a common voice to champion records and information management initiatives.
- Take the time to understand operational and strategic outcomes of partnering functions such as IT, compliance, risk, and security. This will help to clearly articulate how the records and information management programme of work helps support these important outcomes.
- The paper paradigm has not gone away along with other physical record mediums. Understanding the barriers to digital adoption is critical.
- Having information on both on-premises and cloud presents significant challenges, such as data sovereignty issues and security risks.

Key Recommendations

30%

It is a positive that almost 30% of respondents have a strategy in place that is well-aligned to the business.

Business outcomes

Given the majority of respondents (52%) work in non-managerial staff positions, it is critical that we can influence senior management to gain support for the records and the information management function. Understanding the key drivers for your specific organisation and clearly articulating how records and information management can influence these drivers and underpin your organisation's strategic and operational outcomes is critical.

Partner up

Records and information management professionals must partner with other business areas where they can help achieve shared goals and work collaboratively to achieve both business and information management outcomes.

Leverage key drivers

Understanding your organisation's key drivers and linking this to records and information management initiatives can be a powerful way to influence senior management and gain support. For example, in banking, you have CPS 2341, then there are FOI and Privacy drivers along with standards such as ISO 154892. Many legislative requirements are

directly funded. Tying records and information management initiatives into this funding regarding how it directly or indirectly supports compliance is a great way to secure funding.

Get planning

41% of respondents do not have a clear information management strategy (IMS) for records and information management, a concerning finding. It is positive that almost 30% of respondents have a strategy in place that is well-aligned to the business. Planning is a critical tool to ensure you achieve your stated goals. Having an information management strategy that assesses your current state environment, informs your future state, and outlines a programme of work to achieve is critical. The IMS will identify key organisational drivers and provide an information management governance framework to manage information effectively.

Don't stop learning

Ongoing professional development is critical, especially as our survey results reveal that records and information management professionals' areas of responsibility are expanding.

Key Recommendations

Working with your finance function and an executive sponsor to identify the required budget for your records and information management initiatives is critical.

Be aware: connect with care

81% of respondents' organisations are hybrid (having both cloud services and on-premises systems). Key considerations for records and information management teams that are working in hybrid organisations (cloud versus on-premises systems) include ensuring the organisation understands the risks of the cloud for the information that resides in those systems and having a formal process in place for firstly understanding these risks and secondly assessing them.

Leverage external expertise

As with many software implementations, in its vanilla roll-out form, Microsoft 365 will not be compliant with the records management standards issued by relevant standard-setting bodies. Given 86% of respondents' organisations are using Microsoft 365, closing the gaps in capability can be addressed by partnering with third parties who have developed add-ons for information and records management functionality.

Consolidate, standardise and simplify

Taking opportunities to consolidate, standardise and simplify is critical, not just in terms of reducing operational costs but also in lowering

information management fragmentation.

Know the budget

A concerning finding in our survey was that half of respondents did not know their current annual budget for records management initiatives. Working with your finance function and an executive sponsor to identify the required budget for your records and information management initiatives is critical. This should not just be limited to the records and information management budget. There will be a budget for security, privacy, legal and risk management. Demonstrating how records and information management contribute to these activities can help obtain a slice of their budget to recognise this fact.

Marketing maestros

As records and information management professionals we must effectively market the benefits we bring to the organisation. This can also be linked to how good records and information management can benefit multiple areas of the organisation including privacy, risk and security.

If there is anything that COVID-19 taught us, it is to expect the unexpected. In this section, we explore the effect of the pandemic both before and during.

02

The Pandemic

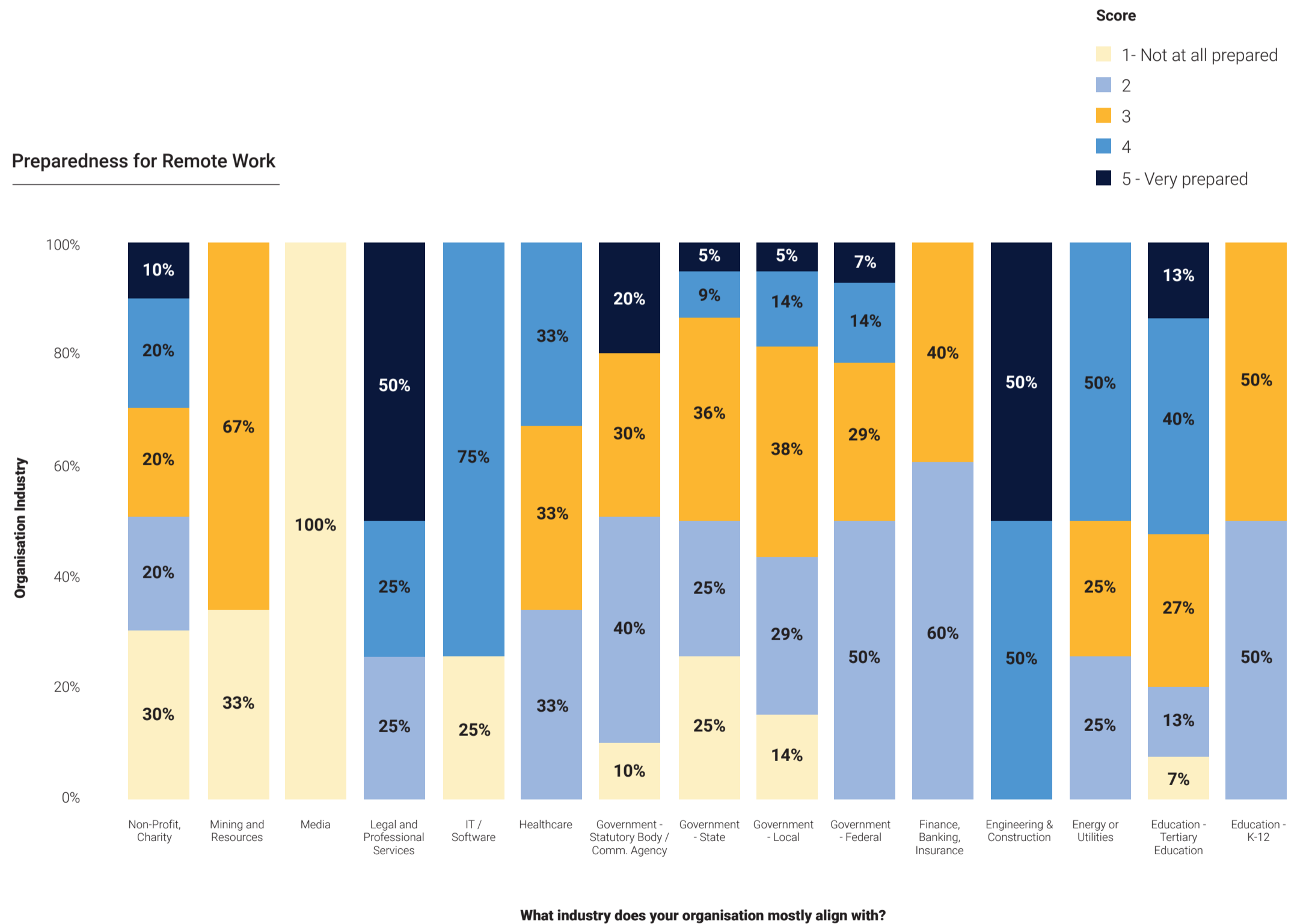
Key Themes

43%

A significant number of organisations (43%) were not prepared for remote work.

A significant number of organisations (43%) were not prepared for remote work, with 72% of respondents' organisations adopting two or more new data sources during the pandemic. Some examples of 'sources of data' are collaboration tools (i.e. MS Teams, Slack), remote working tools, and transitions to cloud capabilities like M365.

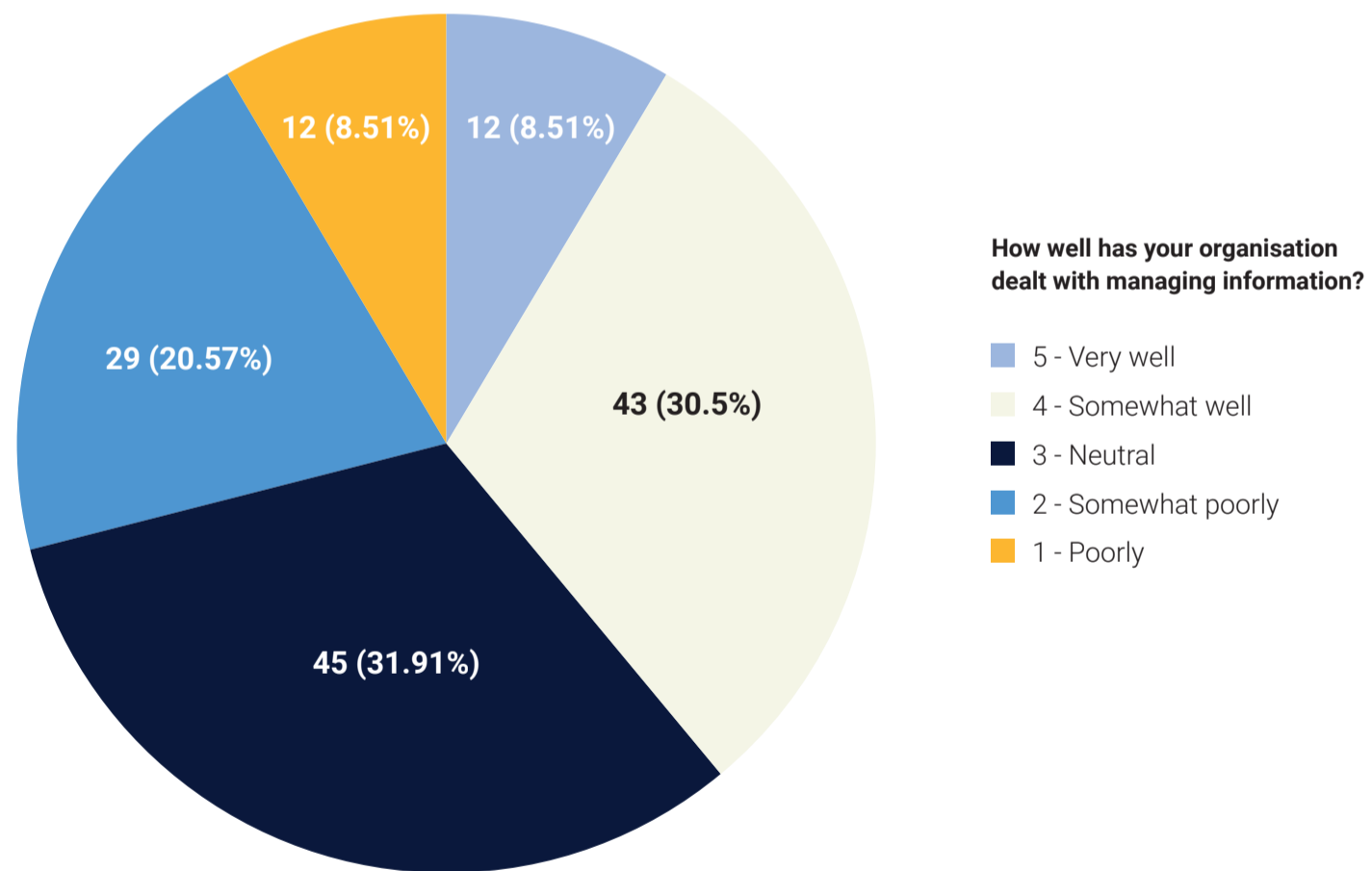
Preparedness for Remote Work



Key Themes

Only 36% of respondents felt their organisations had dealt either somewhat well or very well with managing information from new sources and tools added since March 2020. Of the remaining respondents, 27% felt their organisations had dealt poorly or somewhat poorly with managing information from new sources and tools, with the remaining 36% neutral.

How well has your organisation handled new data since March 2020? - Respondents who added 2 or more data sources



Insights

The pandemic has accelerated change, especially in organisations adopting new cloud-based systems and collaboration tools.

Clearly, the pandemic had an effect on increasing the complexity of managing disparate data sources and tools. This presents a key challenge for records and information management professionals in managing fragmented information silos and dealing with disparate cloud systems. Records and information management professionals and their respective organisations have had to deal with several challenges accelerated by the pandemic, including:

- unexpected acceleration of cloud adoption
- new systems, especially in terms of cloud-based collaboration tools
- new data sources
- demand for access from anywhere
- data being stored outside of your country's sovereignty when stored in cloud-based systems that reside overseas

The pandemic has accelerated change, especially in organisations adopting new cloud-based systems and collaboration tools. This drives complexities involving business decisions, projects, and records. For example, is a Slack approval a formal business decision? Is a Teams channel for coordinating a project filled with official records?

Key Recommendations

Don't panic. Pivot.

A key capability supporting organisational resilience is the ability to pivot. Key drivers supporting the capability include the rapidly changing technology landscape, pressure to do more with fewer resources, and unexpected events such as the COVID-19 pandemic. As records and information management professionals, we constantly need to ask– are we ready?

Information management capabilities

The right information management capabilities are critical. It is vital to keep abreast of new capabilities such as Artificial intelligence (AI) and Machine learning (ML) to manage them effectively. These capabilities are crucial to consider in terms of your 'silver bullets' to deal effectively with data growth and how you scale you and your teams.

This section assesses the impact of technology and data changes on records and information management.

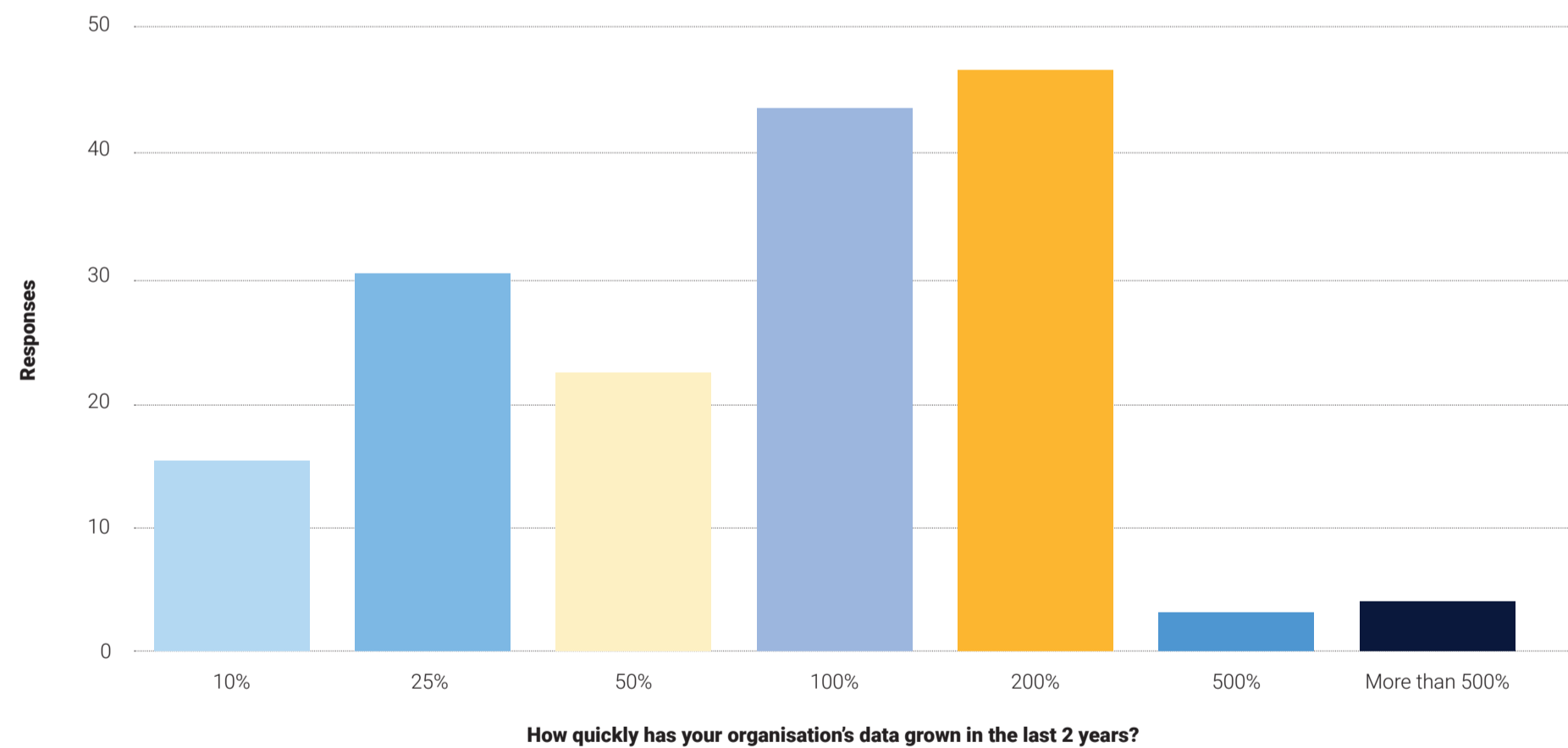
03

Technology & Data

Key Themes

Exponential data growth is a key trend and a challenge for records and information management professionals and their respective organisations. Over 36% of respondents experienced growth between 100 and 500% over the last two years. Respondents see this trend continuing for the foreseeable future, with 47% of respondents predicting their organisation's data to grow by between 50 and 100% in the next two years.

How quickly has your organisation's data grown in the last 2 years?



Key Themes

60%

of respondents reported unstructured data represents between 50 and 100% of total data in their organisations.

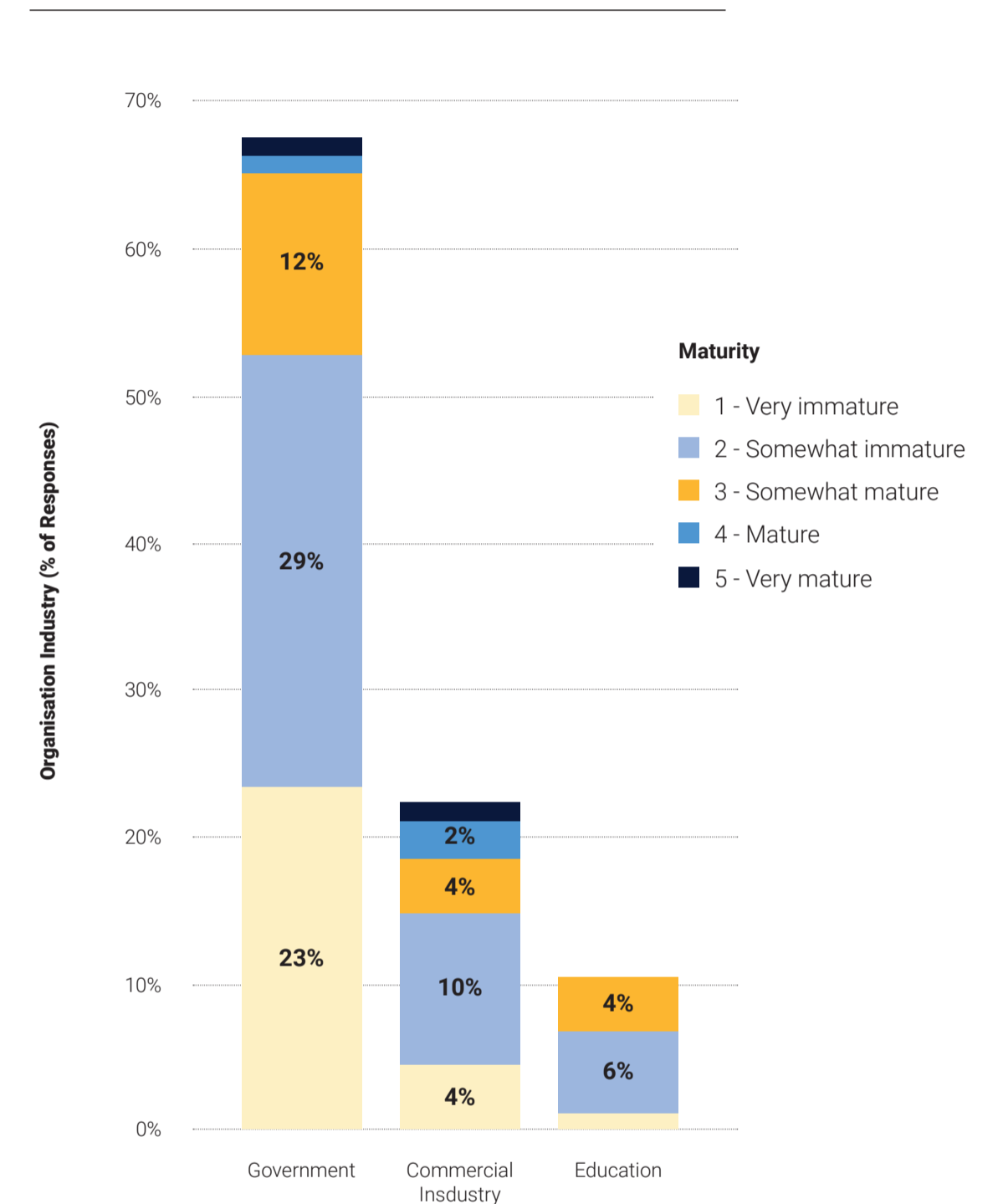
Unstructured data, which includes documents (for example, Word, Excel, PDF) in collaboration suites, SharePoint sites, Microsoft Teams, OneDrive, and file shares, continues to be significant. 60% of respondents reported unstructured data represents between 50 and 100% of total data in their organisations.

Only 26% of respondents have tools and processes for managing structured data across all the systems within their respective organisations. These systems include Customer Relationship Management systems (CRM), Financial systems, and Line of Business systems.

28% of respondents rated their organisation's maturity in the use of artificial intelligence or machine learning as very immature with no plans or capability in this area, with only two percent reporting they use artificial intelligence and machine learning extensively, building it into all new processes.

As the visualisation indicates, while there was low maturity across most organisations, there were some exceptions, with a few industries self-reporting higher maturity. These industries included information technology, finance, and engineering.

Reported AI / ML Maturity by Industry (as a % of responses)



Insights

While collaboration tools are useful, they often lack additional functionality to ensure robust recordkeeping. This is a risk for organisations.

Given the accelerating rate of change and the explosion of new data sources and increased data volumes, records and information management professionals must assess what is in their 'toolkit' to deal with these challenges effectively. A tough question we should be asking is, are we even managing the information the right way? Are the techniques we are currently using going to handle this continued change and growth?

The complexity of the technology landscape has increased, driven in part by the pandemic and the need to address challenges such as remote working and collaboration while still having access to organisational information.

One of the main challenges with unstructured data is that without basic information management controls such as versioning, unique identifiers, and appropriate metadata, this data is uncontrolled and lacks meaningful context. While collaboration tools are useful, they often lack additional functionality to ensure robust recordkeeping. This is a risk for organisations. Associated risks include reduced productivity, costs to manage information increase (for example, increased storage costs), decisions being made on the wrong information, and at the extreme, loss of life.

Key Recommendations

What's in your toolbox?

Records and information management professionals can employ a range of tools to address the key challenges surfaced in our survey results. These tools range from artificial intelligence capabilities to critical soft skills (for example, facilitation and communication skills).

Future focus

Digital transformation has increased the scale and variety of organisational records while reducing the emphasis on organising and structuring data. Records and information management professionals need to design for their change, rather than watching and waiting to react to the changes after they come.

In this final section of the survey, we asked participants to grade their organisation across several critical areas including:

- Alignment of the organisation's information management strategy with its business strategy
- The most important information management challenges in their organisation
- Critical success factors for information management projects
- Key information management processes & activities

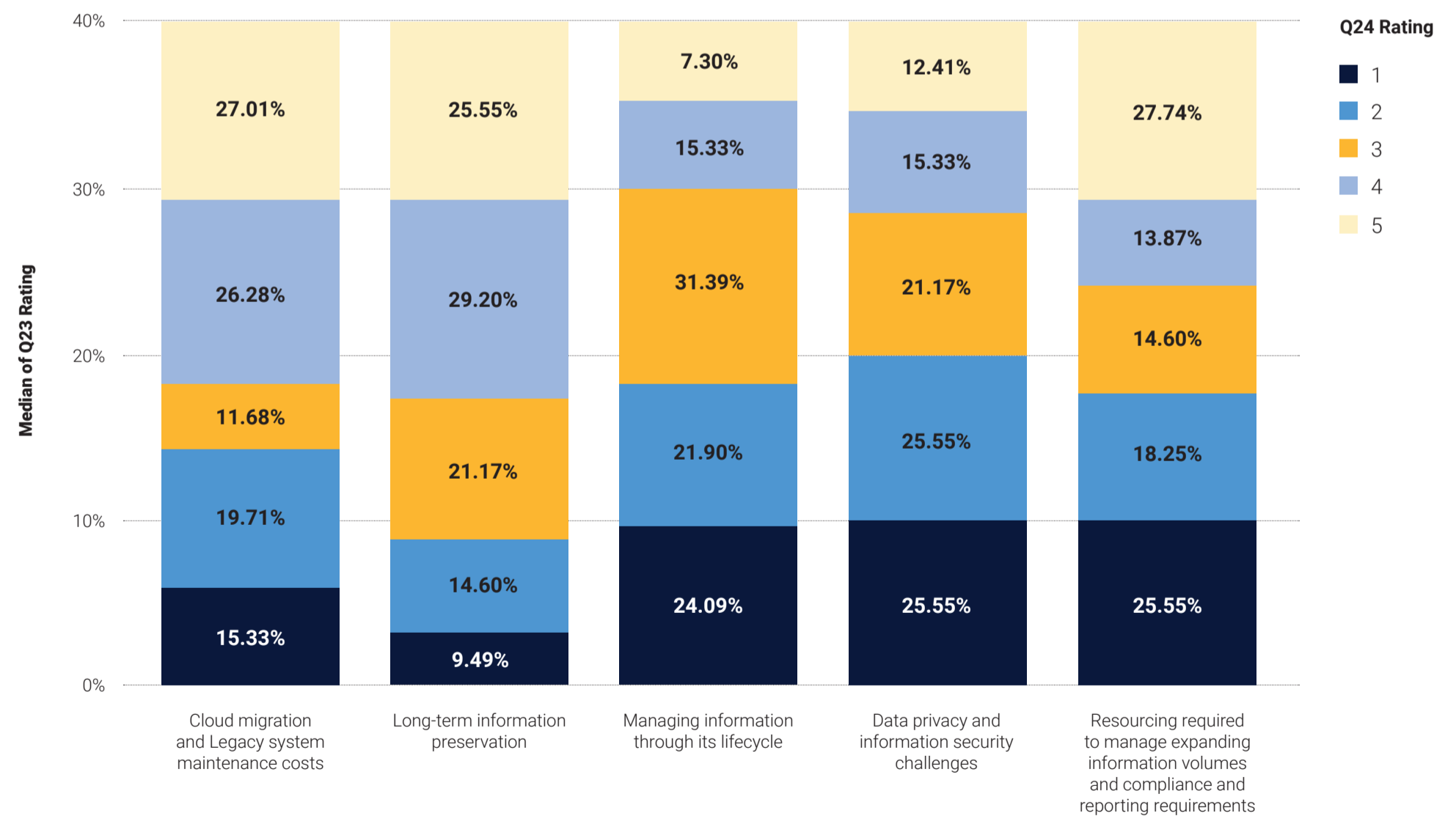
04

Grading Your Organisation

Key Themes

Just over 40% of respondents reported that their information strategy is poor or needs improvement in terms of its alignment with business strategy. Respondents were asked to rank the most important information management challenges in their organisation. Respondents were split almost equally across the five key challenges with no one challenge clearly standing out. Government demonstrated the most consensus in terms of an almost even split across all five options.

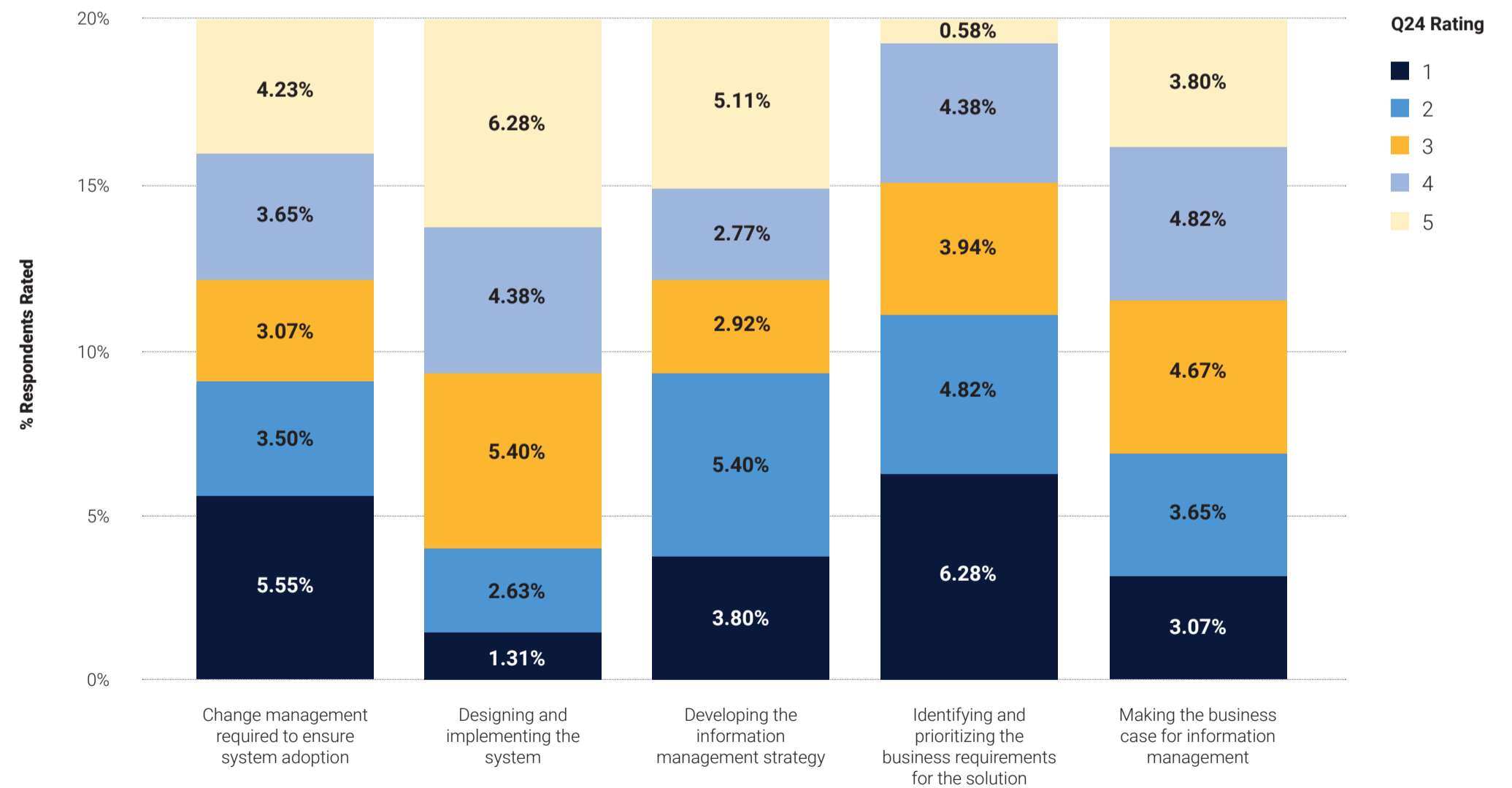
Most important information management challenge in your organisation (5=Least Important, 1= Most Important)



Key Themes

Respondents were asked to rank a number of activities in terms of how important they were to project success when going through an information management solution implementation. The majority of respondents (31%) rated identifying and prioritising the business requirements for the solution as the most important activity. The second most important activity was change management (27%). There is a slight variation between industries with Government identifying business requirements as the most important activity whereas the commercial sector identifies change management as the most important activity.

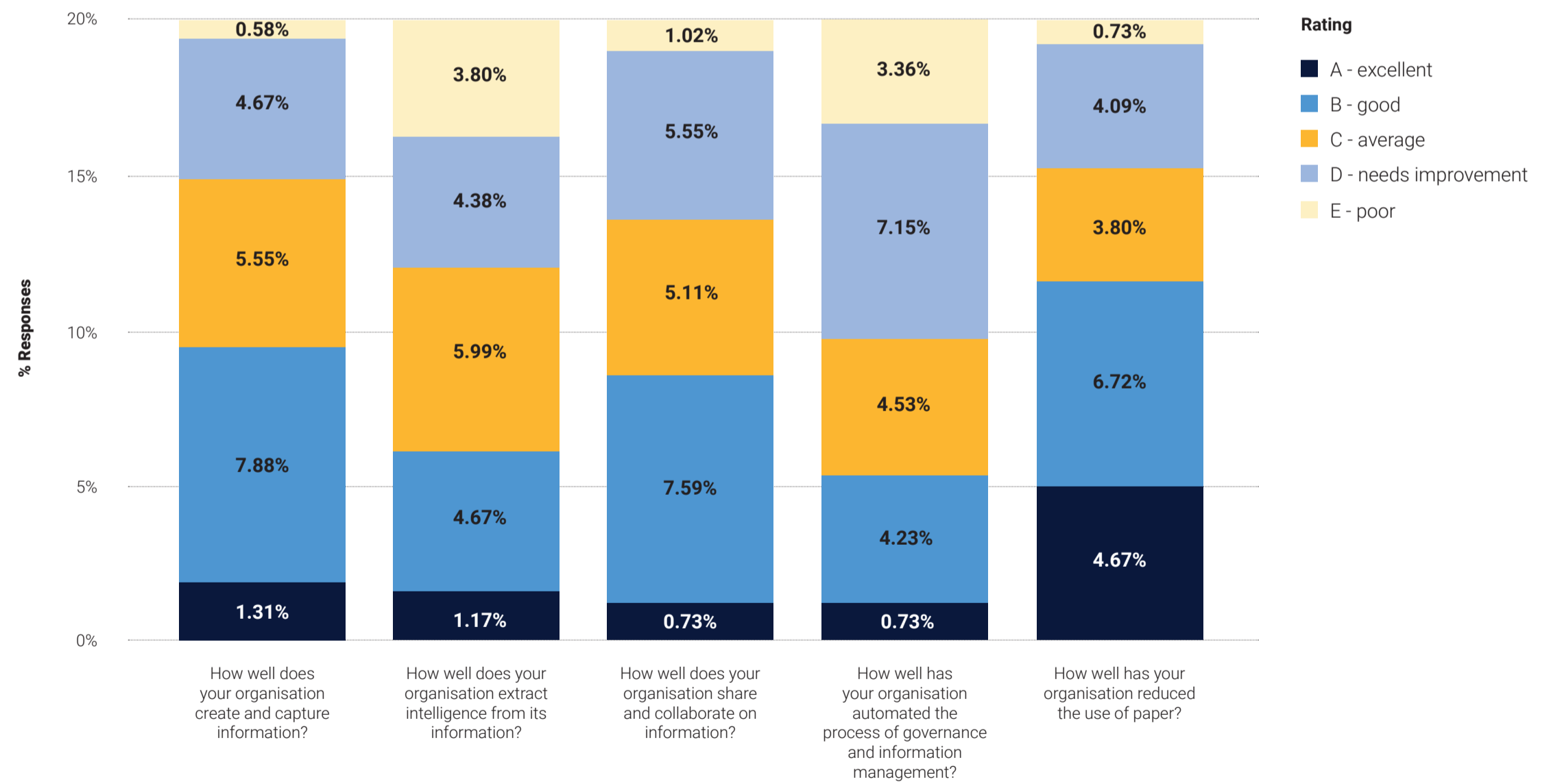
Importance of activities to a successful information management solution implementation (5= Least Important, 1= Most Important)



Key Themes

Respondents were asked to grade their respective organisations on a variety of topics. Across the board, the majority of responses were average or below. However, most organisations (35%) needed to improve how they automated governance and information management.

How would you grade your organisation on the following topics?

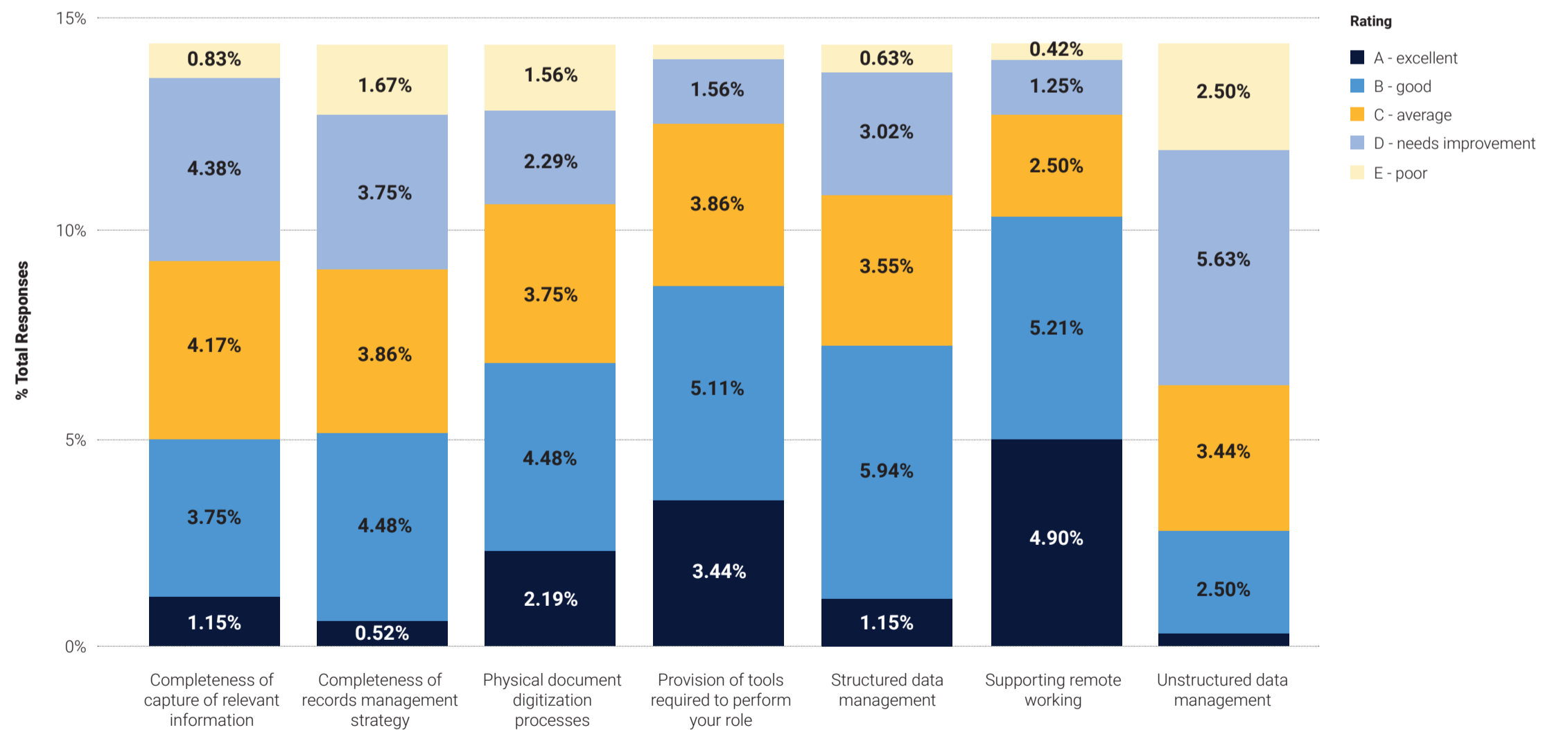


Key Themes

The majority of respondents (39%) rated their organisations as needing improvement in unstructured data management. On the flip side of this, the majority of respondents gave a *good* rating for structured data management.

The majority of respondents (36%) gave supporting remote working a *good* rating; however, the majority of respondents gave completeness of capture of relevant information (30%) a *needs improvement* rating.

How would you rate your organisations capabilities in these areas?



Insights

40%

of respondents reported their information management strategy is poor or needs improvement.

As noted previously, an information management strategy is a high-level plan defining an organisation's systematic approach to managing information. The strategy is a crucial document detailing an organisation's programme of work for information management. Importantly, it provides a long-term and organisation-wide direction for managing the organisation's information.

It is concerning that 40% of respondents reported their information management strategy is poor or needs improvement in terms of alignment with business strategy. A poor strategy is almost worse than having no strategy because it can give a false impression that there is no need for concern because you have a strategy in place.

Hallmarks of an effective strategy include the following key elements:

- It analyses the current state environment regarding key issues, risks, and opportunities.
- It understands business drivers, especially the ones it may be able to influence.
- It clarifies and clearly articulates the required information management capabilities the organisation needs to have in place to deliver its operational and strategic outcomes.
- It aligns to the broader strategic direction of the organisation, including the wider sector direction.

- It outlines the programme of work to move the organisation from its current state to its future state.

As noted under themes, respondents were split almost equally across the five key challenges, with no one challenge standing out. This finding reflects the multi-dimensional nature of records and information management. As information management professionals, we need to work effectively across the triad of people, processes, and technology to address these challenges adequately. A key opportunity noted in themes was that there was significant room for improvement in using automation.

Dealing with a fragmented information ecosystem is still a key challenge. Information silos present significant challenges for records and information management professionals, especially in managing unstructured data. As evident by the response from respondents, the majority of respondents gave completeness of capture of relevant information (30%) a needs improvement rating. This response also reflects the reality that information technology continues to decentralise further. Therefore, systems that can remove the barriers to capture and then the barrier to identification, categorisation and classification (all critical functions of the capture process) are important to finding solutions to these challenges.

Key Recommendations

Design to align

With 40% of respondents reporting that their information management strategy is poor or needs improvement in terms of its alignment with business strategy, there is an opportunity for records and information management professionals to demonstrate how their strategy provides value and helps achieve organisational goals.

Ride the continuum

It is critical to understand requirements and implications before jumping to solutions. This includes taking a continuum approach that places emphasis on all the possible uses of digital records before they are created, which informs requirements for digital management of records.

Change & rearrange

27% of survey respondents rated the second most important activity as change management to ensure system adoption. The very nature of records and information management is people-focused; everyone today

creates or consumes information. Managing this well involves people, and this often involves change. To effectively deliver records and information management initiatives, we must have the capability to drive effective change.

Make your mark

Regular monitoring ensures that information is managed efficiently and effectively according to best practices, and that this management continues to meet the business needs and legislative requirements of the organisation. This is a regular activity of robust governance.

Work smarter not harder

Given the scale of change and exponential growth of organisational data and information we must look to tools and technologies that enable us to scale to meet these challenges effectively.

Top Five Takeaways

Takeaways

While the context of each organisation is different, along with their records and information management maturity, we believe these five takeaways will help address some of the challenges reflected in survey responses.

01 **Work smarter, not harder**

This mantra helps promote continuous improvement in continually looking for better ways to perform records and information management activities. This approach linked closely to the recommendation to build a variety of tools for our information management toolbox. Virtually all of the survey results and analysis fall out of this recommendation. Information management professionals are dealing with smaller budgets, more regulation, and less focus on records management outcomes. However, solutions that can impact privacy, security, risk, and compliance continue to dominate budgets. Tools that can help solve these business challenges can also assist with records management and vice versa, at scale, with records management feeding into these, not replacing them.

02 **Partner up**

We can't do everything by ourselves. By partnering with other areas of the organisation you can achieve more and have other 'champions' help sell the importance of records and information management initiatives in achieving organisational goals. This is critical given the expectations to do more with less and the challenges this survey has revealed. There is a substantial opportunity to focus on the changing landscape for records and information management in the business. Risk, privacy, information technology, and security are all budget lines that have access to information or need access to information. Control of that information means that those line items are easier to achieve. Therefore, the records and information management expert should be looking to bring savings across those business lines as part of partnering up.

Takeaways

03 Marketing maestros

We need to market our value and the numerous benefits effective records and information management can provide. Done well, this can help us gain more resources and support. It can also be a very effective motivator for staff to celebrate success and raise the profile of records and information management within the organisation. Brag boards can help you succinctly articulate the benefits of your records and information projects and initiatives.

Promote, promote, promote! This is one of records and information management's biggest weaknesses, which the survey findings support. Poor alignment to their key function means the business either doesn't know or doesn't care. Our job as records and information management professionals is to help the business understand the wider landscape, even if it runs on the coattails of privacy or security functions.

04 What's in your toolbox?

Given the complexity of today's fragmented information management landscape, we need a variety of tools in our toolbox to deal with them

effectively. This includes professional development to learn about the application of tools such as artificial intelligence and machine learning to records and information management use cases. The recommendation is broader than just technical tools, and it includes soft skills such as the ability to communicate and facilitate effectively.

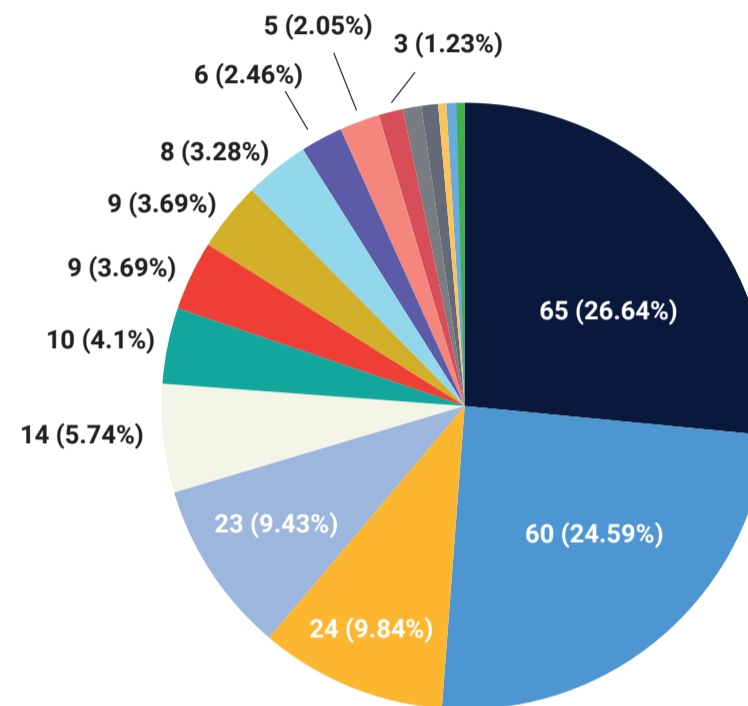
05 Design to align

We have to align our information management strategy to our organisation's business outcomes, especially in gaining senior management support for records and information management initiatives. Regardless of system and division, we need to align to budget and regulatory outcomes. If senior management can see how your information management strategy can help address organisational risks and deliver on organisational outcomes, they will support it. This may also lead to approval for additional budget and resources.

Appendix

SURVEY DEMOGRAPHICS

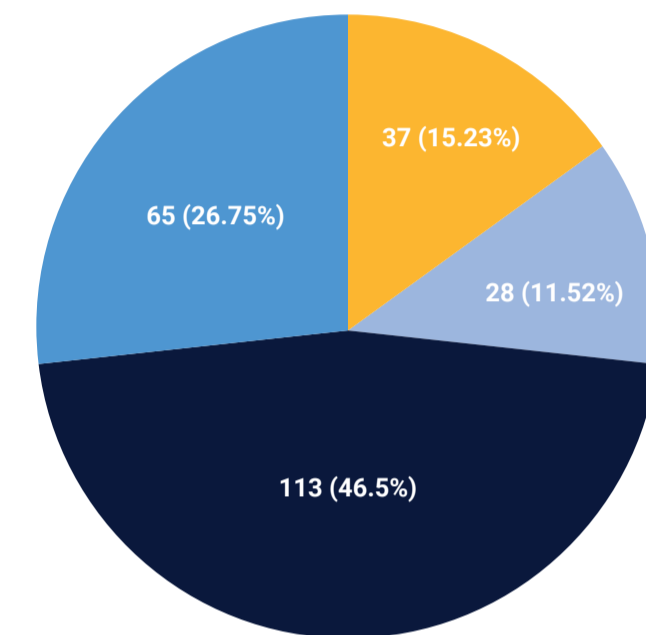
Respondents by Industry



What industry does your organisation mostly align with?

- Government - Local
- Government - State
- Government - Federal
- Education - Tertiary Education
- Government - Statutory Body / Comm. Agency
- Non-Profit, Charity
- Energy or Utilities
- Healthcare
- Finance, Banking, Insurance
- IT / Software
- Legal and Professional Services
- Engineering & Construction
- Mining and Resources
- Education - K-12
- Document Services Provider
- Media
- Response

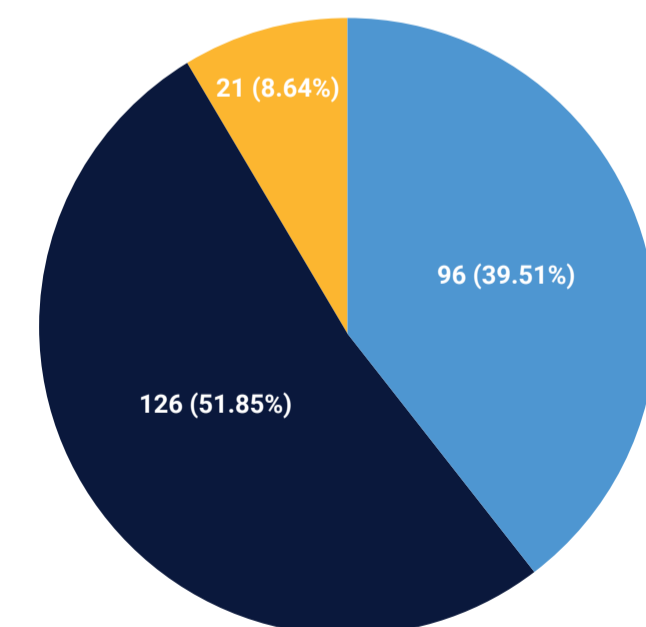
Respondents by Organisation Size



How many employees does your organisation have?

- 10-100
- 100-1000
- 1000-5000
- 5000+

Respondents by Position



What level do you represent in your organisation?

- Mid-level executive - Manages staff in a division / department
- Non-managerial staff position
- Senior executive - Manages a division / department

About RecordPoint

Founded in 2009, RecordPoint is a global leader in cloud-based information management and governance services. Our adaptable layer of intelligence offers complete insight and control over all in-place data, records, and content, enabling organizations to increase compliance and reduce costs. RecordPoint enables regulated companies and government agencies to reduce risk, achieve greater operational efficiency, and drive collaboration and innovation.

Talk to our team

Learn more about how RecordPoint can deliver the information insights, data security, and control you need to operate more efficiently and productively.

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