

CAPACITY

development framework and strategy



Queensland Government
Queensland State Archives

Department of Public Works



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of distributed desktop environments over the last 10 years has resulted in information management responsibilities being devolved to end-users.



Despite this trend, there is low awareness and acceptance across government that information management is everyone's responsibility.

Queensland Government's strategy, *Realising the vision* identifies information management as a priority area for informing efficient, innovative services, policies and programs of government. It is also included under the Capability Development Strategy as an essential skill for the public service of the future.¹

During the past two years, Queensland public authorities were required to develop and submit for endorsement Strategic Recordkeeping Implementation Plans (SRIP). Public authorities have reported in these plans the need for capacity development and cultural change to improve the management of government information by all public sector employees.

Queensland State Archives is committed to working in partnership with public authorities to advance cultural change that promotes the strategic importance of sound information management and emphasises the contribution this makes to the achievement of business outcomes. It is anticipated that these partnerships will lead to increased capabilities and awareness of sound information management practices.

Photo above by Lauri Korhonen

Photo's on cover - top left, bottom right by Lauri Korhonen

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Capacity Development seeks to raise the awareness of everyone working within the government sector of best practice information management.

When considering capacity development it is important to remember that the responsibility for information management lies across government and is not just confined to staff in specific units.


Leadership by Chief Executives is essential to ensure the performance and productivity of their authorities through the availability and timely retrieval of relevant information.

There is a need for the introduction of internal change management and education programs to overcome negative issues associated with current information management activities. Cultural change is required across government to achieve consistency in best practice information management and to strengthen an effective information management culture.

Target groups to be included in monitoring attitudes to information management are Chief Executive Officers, members of the Senior Executive Service, work-unit managers, Human Resource Officers, Chief Information Officers and auditors.

¹ Office of Public Service Merit and Equity (2003) *Realising the vision*.





To achieve the aims outlined in the Framework, a Capacity Development Strategy will be introduced to enhance the ability of government employees to understand and respond to their legislative information management responsibilities.

DEFINITIONS

Capacity is the ability to achieve and maintain compliance with relevant standards and legislation. Capacity Development is a holistic process whereby organisations, with the assistance of Queensland State Archives, are empowered to deliver sound corporate governance. Organisations can reach capacity by building an appropriate information management framework and systems. The framework should include:

- capable information management professionals
- comprehensive information management policies and procedures
- an information management training regime to ensure increased knowledge, awareness and capability levels and the implementation of continuous improvement measures and
- comprehensive electronic or hardcopy systems that ensure records are reliably managed and secure.

To achieve overall capacity, consideration should be given to the following elements:

- organisational support
- appropriate resources

- management
- security and
- client satisfaction.

Adequate capacity in all elements is necessary for a system to achieve capacity.

To achieve the aims outlined in the Framework, a Capacity Development Strategy will be introduced to enhance the ability of government employees to understand and respond to their legislative information management responsibilities.

Education and Training is fundamental to increasing capacity across government as it can concurrently address the issues of awareness, attitude and capability levels. The Capacity Development Strategy will examine opportunities for quality training and development through the endorsement of training providers and programs. The strategy will address three key areas: awareness, attitude and capabilities.

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AWARENESS

The current successful program of recordkeeping forums will be extended to include a series of forums for Chief Information Officers. These forums will provide opportunities to showcase information management initiatives including those pertaining to the electronic environment.

The research and publication of a range of best practice information management guidelines for government will continue. Plans are underway to release a series of publications that include the digitisation of public records, consultation, custody and ownership, shared service arrangements and public-private partnerships. Publications will be available on-line through the Queensland State Archives website which will also inform public authorities of other initiatives that can assist in improving information management practice.

Initial steps will be taken to include information management responsibilities in induction programs linking sound information practices with the achievement of business outcomes.



CAPABILITIES

Partnerships with the Australian National Training Association and the Public Service Education and Training Authority for importing recordkeeping competencies into the Public Services Training Package have proved successful. As a result of these partnerships two new specialist qualifications have been created: the Diploma and the Advanced Diploma of Government (Recordkeeping).

Partnerships will also be formed with peak bodies in the administrative, information management and archival sectors to offer training and workforce development opportunities across government. These strategies will assist in strengthening the information management culture and capability level across government.

A survey of information management capabilities has been conducted to ascertain the skills of those who currently manage information. As a result of this survey, options will be explored for workforce development in line with future information management needs of public authorities.

To improve capability levels and access to training throughout government, on-line training in information management issues will be developed and made available to all public authorities. Discussions are being held with tertiary institutions on the potential to develop courses leading to formal qualifications for the archives and information management sectors in Queensland.

Through application of the Capacity Development Framework and Strategy, information management practices will support continuous improvement actions as well as enable compliance with the information standards, the *Public Records Act 2002* and other related regulations.

ATTITUDE

A campaign to monitor attitudes of Chief Executive Officers towards fulfilling their responsibilities under the *Public Records Act 2002* will be commenced. This will include the conducting of forums, seminars and survey programs.

A range of in-house auditing guidelines for public authorities will also be developed over the next 18 months to assist authorities in monitoring their compliance with information management policies and practices. These guidelines will form an important bridging strategy to a more formal compliance-auditing framework.

For further information and advice on the Capacity Development Strategy contact:

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