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J Eddis Linton Award Winning Secrets A Changing Story

"This is going to be tough," I mused as I left the briefing of what would become the largest EDRMS roll-out in Australia. The information I'd absorbed cascaded through my brain and coalesced into an untidy pool of disconnected thoughts.

This project, like many EDRMS projects, was compliance-driven. Using compliance as a "light on the hill" to energise change is usually spectacularly unsuccessful.

Add in the usual conflicts between the needs of the business, the demands of IT and the passion of the recordkeepers and here was another project that did not have a clear path to successful implementation.

What was clear was that the success of this project was going to involve changing the habits of over 4,500 people.

The change management strategy encompassed two things:

1. getting engagement in the roll out process from top to bottom, and
2. establishing the precursors for individuals to change their behaviours.

Both of these items are typically missing from EDRMS rollouts that rely on compliance as the motivating factor for change.

In engaging the organisation, teams were guided through a five-step progression:

1. Understand the change
2. Believe in the change
3. Prioritise and care about the change
4. Plan to make the change
5. Implement the change.

EDRMS implementations that start with #5 without first having done #1 to #4 to lay the groundwork inevitably result in people neither understanding or caring about the change and consequently don't change their behaviour.

In an EDRMS rollout, it's also about supplying people with the information and tools they need to believe that embracing and using the EDRMS is good for them, that the habits of the new ways and means of recordkeeping are the norm, and the perception that they have the capability to learn and work with the EDRMS.

A systems thinking approach to every activity that impacted the end users and their team leaders all the way to their executives and back down again was taken.

Every element of training, change and process reinforced the change management strategy and vice-versa.

Creating a powerful brand cut through the overwhelming level of communications received by employees every day.

Developing a nineteen-week engagement cycle with predetermined communication objectives and materials for each stage helped each division through the stages of engagement.

Continued...

J Eddis Linton Award Winning Secrets (*Continued*)

Using a four minute video featuring senior executives and users alike, explaining the need and tangible benefits at each briefing, allowed for a consistent strong message to be sent to every management team.

Creating a devolved support model of super-users supported by self-help instruments and online learning meant that users knew that help was only metres away.

Designing training to be FUN and layering it from principles to processes to action helped people "get it" as a team and believe as an individual.

Creating feedback loops from measures of each stage of change and individual behavioural outcomes allowed the program team to adjust the strategy.

Twenty one months later, habits are being changed and the client has richly deserved to win the 2010 J Eddis Linton Award for excellence.

Kevin Dwyer
Director, Change Factory



*The Victorian Branch Council of
RMAA wishes everyone a safe
and happy festive season and a
prosperous year in 2011*



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STORE PROTECT MANAGE

Archives and Indigenous Human Rights Workshop Report

The recent Archives and Indigenous Human Rights Workshop¹, held at Rydges Hotel on the 12th October 2010 was, I believe, a seminal moment for records and archives in Australia and across the world. In this brief report, I reflect on the significance of this workshop for records and archives practitioners, including researchers and educators, now and into the future.

The two points of impact this workshop introduced were:

1. The workshop hosted and drew a significant crowd of people across disciplines such as Law, Archival Science and Indigenous studies.
2. The broad agenda of the workshop influences records and archival practice in a wide range of institutions, from Government, to private business, spaces of cultural heritage, as well as not-for-profit and community organisations.²

Firstly, the inter-disciplinary approach to this workshop, where a diverse range of professionals spoke or listened to the conceptualization of the record in relation to human rights, impacts on our profession. This impact reveals that records and recordkeeping issues are not only relevant across disciplines, but also that those disciplines are necessary in understanding the record. The relationship is inextricable and records are made up of these multiple and plural facets of meaning and knowledge. Additionally, an inter-disciplinary viewpoint supports the principle that records, recordkeeping and records management are *foundational* processes that unite functions and activities in organisations.

The second point of impact above refers to the influence human rights principles has on recordkeeping practices, particularly in organisations where records and archives are formed using other people's data. The implication is that record ownership, custody and rights is not driven by organisational need, but also about community needs and in particular, that of the subject of the records. DIRKS teaches us (records professionals) that we need to consider stakeholders, a group that includes community, clients and customers. Legislation also tells us what we need to do to protect people's privacy in records. There is also copyright law that tells us that organisational records are unpublished manuscripts and are held under copyright in perpetuity. However, within a context of human rights, there are problems with this strict conceptualisation of ownership.

Yet, human rights are not just about ownership, nor can human rights issues be solved through current models of ownership. The lesson in this workshop is that engagement and consideration of records stakeholders is not just a consultative activity that happens as part of developing a recordkeeping system, but is an ongoing and shared decision-making process. Human rights are *intrinsic* to the record, but also play a part in the multiple stories and journeys that records constantly encounter. This concept of the record being a 'social entity'³ takes the premise, principles and practice of recordkeeping to a new level that incorporates significant ethical and legal implications for all people associated with records.

What I took away from this workshop was a greater understanding of how records and people are inextricably bound. This understanding means that I should reflect more on how I 'see', situate and understand myself as a Records practitioner, researcher and educator.

Leisa Gibbons

Leisa is a full-time PhD student at Monash University and works as a Records consultant to the Brotherhood of St Laurence community welfare organisation in Melbourne.

1 This event was part of the ASA's annual Conference and was sponsored by Monash University (The Centre for Organisational and Social Informatics (COSI), the Centre for Australian Indigenous Studies (CAIS), the Castan Centre for Human Rights Law), and the National Archives of Australia. More information about this workshop can be found here: <http://infotech.monash.edu.au/non-cms/about/news/conferences/aihr/index.html>

2 <http://infotech.monash.edu.au/non-cms/about/news/conferences/aihr/sponsors.html>

3 <http://www.infotech.monash.edu.au/research/centres/cosi/projects/trust/deliverables/human-rights-8.html>

Branch President's Report

How quickly the year has flown by, it's hard to believe that Christmas is upon us once again.

As each year passes the challenges in our lives seem to become greater. Our environment is constantly changing and we as Records and Information Specialists are constantly being asked to find better and more efficient ways of managing our agency's information. Are we winning the battle? I don't know about you but I find it harder and harder with each passing year. Thanks to the support and networking of others in the profession I continue to relish these challenges and enjoy the work that we do.

On a lighter note, I was privileged to be able to attend the recent wedding of our Local Government Chapter President Carol Jackway to Ray Jager on the 20 November 2010. She was very fortunate to pick the most beautiful weekend for the ceremony that was held in the gardens at Suma Park in Queenscliff. Carol was a stunning bride and I must say that my husband commented that it was one of the best weddings he had ever attended. From the heartfelt vows, the brides serenading her new husband and the tango as the wedding dance it was a very special wedding. On behalf of the RMAA I wish Carol and Ray all the best as they start their lives as husband and wife.

Allison Hunter was overseas and could not receive her award for Article of the Year so a special presentation was held at the November Branch Council meeting.

By the time this edition of Informaa comes out we will have had the training workshop at Coopers Inn on Change Management Techniques. I am looking forward to attending this training as it always nice to brush up on new ideas and to swap experiences with others. We will have also had had the Branch Christmas drinks which are being held following the Change Management workshop. To those of you who attended I hope you had a nice time and thank you for coming along to help us celebrate the Christmas season.

The next event will be a half day seminar on the 16th February. This event will be held at the Public Record Office from 12.00-4.00pm, so please make a note in your diary. Details will be advertised as soon as we have finalised the speakers.

I would like to wish each and every one of you a safe and happy Christmas and look forward to seeing you all in 2011.

Regards,

Debbie Prout
RMAA, Vic Branch President
RMAA, Vice Chair of the Board



Allison Hunter with Objective Article of the Year Award. Carol and Ray are married at Suma Park, Queenscliff.

Public Record Office Victoria Update

Planning for Records Storage

Records storage can be difficult to plan for as aspects of it may be managed by different sections of the organisation, or outsourced providers. Different types of records will have very different needs when it comes to ensuring that the records remain locatable, accessible, readable, and useable for the duration of their retention period.

For example, the media that digital records are stored on have a limited lifespan. In many instances, the lifespan will be well below the retention period of the record. To counter this, methodologies such as regular migration to new media may be needed. This may be covered by the Information and Communication Technology (ICT) strategy rather than the records management strategy, and managed by the information technology staff. The room the digital media is stored in will also have specific requirements that will need to be addressed to ensure that the digital records are preserved. Some of these will be addressed by facilities management, such as regular cleaning to ensure that the room is free of dust.

PROV is seeking to provide assistance to Victorian government agencies regarding planning storage through development of the Storage Standard and its associated Specifications and Guidelines. This includes guidance on the development and implementation of a storage program for records.

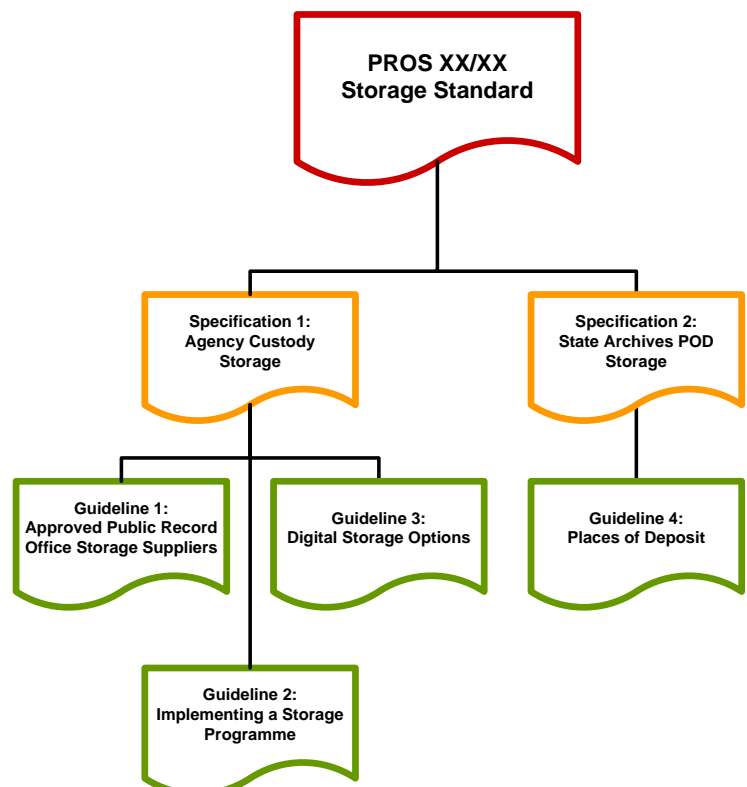
A storage program provides the means for a coordinated and planned approach to the storage of records through the following:

- Engagement with relevant stakeholders (such as information technology, facilities management, or contract management staff members);
- Identification of the current storage solution, the current strategic direction regarding records management, and the desired storage solution;
- Assessment against best practice Standards regarding storage of records to determine whether the current solution and direction meet the criteria;
- Assessment of the risks associated with the current and desired storage solutions;
- Identification of the actions required to achieve the desired storage solution;
- Disaster preparedness, management and recovery; and
- Regular monitoring and reporting on the progress of the programme and adjustment of the programme as needed.

An effective storage program will consider the age of the record, the media and format of the record, the anticipated use of the record, and the retention period of the record. A variety of methodologies, strategies and policies will be needed to address the storage needs of different types of records. This may include migration and conversion strategies, a program of planned conservation works, floor weight capacity management, integrated pest management, tracking controls, and capture of sufficient information to aid retrieval. Storage options used may be in-house, outsourced, onsite, offsite, online, near-line, or offline.

The storage program for records uses a storage plan to document the storage solution that will be taken over the next three to five years. A storage plan consists of a map or diagram of the current storage areas showing use and capacity, the strategic direction for storage over the next three to five years, a risk assessment of the storage options, and recommended action for future storage.

More information about the storage of public records will be available shortly as part of PROV's Recordkeeping Standards Project. The Storage Standard suite of documents is identified in the following diagram:



Continued...

Exposure drafts of the above documents will be placed on the Standards Blog for comment prior to their release (<http://www.prov.vic.gov.au/recordkeepingstandards/blog/>). It is anticipated that the entire suite of Standards will be available to download on PROV's Standards webpage <http://www.prov.vic.gov.au/records/standards.asp> by early 2011.

Allison Hunter
Senior Project Officer, Recordkeeping Standards
Public Record Office Victoria
19/11/2010

Membership and Status Report

Membership Renewals DUE NOW!

The RMAA values your continuing membership and Membership Renewals for 1 July 2010 to 30 June 2011 are DUE NOW!!!

However, if you have forgotten to pay your membership, it is still not too late. Renewals can be renewed online or paid through Credit Card, Cheque or Bank Transfer options to:

Records Management Association of Australasia
PO Box 276
St Helens, TAS 7216
Australia

In Australia
Phone: 1800 242 611 (freecall)
Fax: 1800 333 802 (freecall)
Email: admin@maa.com.au.

Updating CPD

Professional members can now use the Members' Only website to log and track CPD activities which they have undertaken. This can be done by logging onto the Members' Only website and selecting "Update and View your CPD" link from the list on the left of the screen.

Updating Membership Details

Individual members can now use the Members' Only website to update their membership details such as changes in address and email. This can be done by logging on and selecting "Update your Details" from the list on the left of the screen.

Regards

David Nowlan ARMA
Membership and Status Coordinator

RMAA Local Government Chapter Report

Yarra City Council hosted the last Local Government Chapter meeting for 2010. This meeting was once again well attended by members who came from as far away as Swan Hill to attend this meeting.

Stephen Hyde, who has been with Yarra City Council for only eight months, gave a very entertaining and interesting presentation on Yarra City Council and his team's current projects.

This presentation was followed up by Debbie Prout who handed out the draft terms of reference for the proposed Digitisation Plan Working Group. This Working group is to produce template documents which will comprise a Digitisation Plan that can be used by all Victorian Councils. A Steering Group of 4 to 6 people will be responsible for steering the group in the right direction, allocate work and ensure that the working groups meet their targets.

Three working groups will cover the Melbourne central, Northern and Regional areas. Debbie would like to have a draft Digitisation Plan ready by March 2012.

Veronica Tancredi then gave an update of the Retention and Disposal Authorities Training workshops on using the General Disposal Authorities for Local Government, Common Administrative and Aged Care disposal authorities. These popular workshops will be held at PROV in December 2010 and February 2011.

The issue of signing off destruction programs in the absence of the PRO29A forms was raised. Several ideas and formats were discussed as well as a compliance checklist. Watch this space for further updates.

Debbie Prout and Ruth Edge then gave the group an update on the MAV shared services ECM and Back Scanning projects. Debbie announced that the 2nd round of expressions of interest/ reviews and workshop information for the Best Practice guide had gone out. Ruth informed the group that a matrix to assess the cost - benefit to scan information has been developed and the next meeting of the Back Scanning Project will be held at 12.30 on December 18 on the 12th floor of the MAV.

This was Carol Jackway's last meeting before getting married and Debbie Prout, on behalf of the branch, presented Carol with a gift of a lovely vase and card. A very embarrassed Carol, thanked everyone.

The next meeting of Local Government Chapter will be held in a regional area. Those interesting in hosting a meeting, please contact either Carol Jackway cjackway@geelongcity.vic.gov.au

**Carol Jackway, Local Government Chapter President is on leave
This report was prepared by Debbie Maggs**

Education Report

With 2011 just around the corner you may be considering your professional development opportunities. A recent update of the RMAA website included changes to the Education page and in particular those courses recognised by the association. RMIT and University of South Australia are recent additions as recognised accredited providers.

Below is a list of RMAA accredited course provided by Australian institutes. Further information is available at - <http://www.rmaa.com.au/docs/profdev/education.cfm>.

Recognised higher education courses in Australia

Charles Darwin University	Graduate Diploma in Information and Knowledge Management
Curtin University	Bachelor of Arts (Librarianship and Corporate Information Management) Graduate Certificate in Records Management Graduate Diploma in Records Management and Archives Master of Information Management
Edith Cowan University	Bachelor of Information Technology (U67) (Record Management Major) (MACSRM) Bachelor of Information Technology (U67) (Record Management Minor) (MIRMGMT) Graduate Certificate of Information Services (F21)– Archives and Records Graduate Diploma Science (Information Services) (D79) – Archives and Records (SPARRE) Master of Information Services (Q71/H54)
Monash University	Master of Business Information Systems Master of Business Information Systems (Professional) Graduate Diploma in Information and Knowledge Management
RMIT	Postgraduate Diploma in Information Management Master in Information Management Records Management & Archive Administration (1) (1) This is a stand-alone unit that can be undertaken independently of a full qualification, but can also be part of an undergraduate, postgraduate or Master's qualification. Delivery and assessment varies for the different levels.
University of South Australia	Graduate Diploma in Business and Information Management Master of Business and Information Management

Continued...

Recognised vocational education courses in Australia

Esset Australia	Certificate III Business (Recordkeeping) Certificate IV Business (Recordkeeping) Diploma of Business (Recordkeeping) Advanced Diploma of Business (Recordkeeping)
NSW TAFE	Certificate III Business (Recordkeeping) Certificate IV Business (Recordkeeping) Diploma of Business (Recordkeeping)

Victorian Branch Study Grant

To support our members with professional development, the Victorian Branch offers a Study Assistance Grant. The purpose of the grant is to provide financial assistance to an individual currently undertaking a recognised RMAA course.

The successful recipient of the study grant will be awarded with financial assistance in the form of a one-off payment of one thousand dollars (\$1000.00) towards the cost of undertaking a RMAA recognised course and RMAA affiliate (individual) membership for twelve (12) months.

This is a great opportunity to assist you with achieving your professional goal. Should you be currently employed as a records and information management professional and enrolled full-time or part-time in an RMAA recognised course, ensure you take the time out to review the RMAA Victorian Branch Study grant information and application of the RMAA website – <http://www.rmaa.com.au/docs/branches/vic/index.cfm>.

Professional Development Needs

Are you interested in gaining further skills or learning more about the profession but do not want to commit to an accredited training course. The RMAA Victorian Branch would like to hear your ideas on professional development needs. Send me an email detailing your training needs and the branch will do its utmost to source the provision of professional development services that meet your needs.

Should you require further information please feel free to contact Veronica Tancredi, Education Coordinator, RMAA Victoria Branch on 03 9688 0454 or via email veronica.tancredi@maribyrong.vic.gov.au.

Regards,

Veronica Tancredi ARMA

Education Coordinator, RMAA Victoria Branch



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www.steamatic.com.au

Lines of Communication for Members

The RMAA Victoria Branch has in place lines of communication that benefit members when they are seeking advice, knowledge or assistance regarding membership issues or questions in general.

It helps when all enquiries are not directed at only one person. The following guide may assist you when contacting your Branch.

Type of Enquiry	Who to Contact on the Victorian Branch
Questions relating to general membership applications, renewals, and change of address	RMAA Head Office, Ph.1800 242 611 www.rmaa.com.au/docs/contacts/index.cfm
Questions relating to membership categories and status upgrades	Membership and Status Coordinator, David Nowlan Ph. 0401 230 289 davidn@enterpriseknowledge.com.au
Questions relating to global issues and records management activities in Australia	President, Debbie Prout Ph. 0438 381 684, 9298 4391
Questions relating to national and international RMAA activities	National Director, Debbie Prout Ph. 0438 381 684, 9298 4391
Questions relating to Victorian RMAA events, including programming and sponsorship.	State Seminar Coordinator, Andrew Gipp Ph. 0434 146 545
Questions relating to articles or advertisements in the RMAA Vic Branch newsletter, <i>informaa</i>	Editor, Mal Mackisack Ph. 9797 5124 mal.mackisack@apa.com.au
Questions relating to the Local Government Chapter	Local Government Chapter President, Carol Jackway: Ph. 5272 4316, 0458 215 858 cjackway@geelongcity.vic.gov.au
Questions relating to attendance at meetings, election processes and Branch agendas and minutes on the RMAA website	Secretary, Allison Hunter Ph. 9348 5708
Questions relating to seminars and courses organised by the Victorian Branch	Education Coordinator, Veronica Tancredi Ph. 9688 0454 veronica.tancredi@maribymong.vic.gov.au

We need your input!

Do you have any thoughts on what you would like to see in this newsletter? Or better still, would you like to write an article on something you would like to share with Victorian RMAA members?

Companies who wish to submit an article are not able to publicise their company in any way. However companies are able to take advantage of our advertising options.

For suggestions or more information please contact Mal Mackisack on mal.mackisack@apa.com.au.

**Stay tuned for the next *informaa* newsletter
due out March 15 2011**

RECORDS MANAGEMENT ASSOCIATION OF AUSTRALASIA
VICTORIA BRANCH CALENDAR



JULY 2010 to JUNE 2011

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ST HELENS TAS 7216
w: www.rmaa.com.au

Freecall:
1800 242 611
e: kate.waker@rmaa.com.au

SCHEDULE OF EVENTS

[NOTE: Dates are subject to change]

- ① General Meeting of the Victorian Branch of the RMAA
- ◆ Branch Council Meetings – held at Public Record Office Victoria (PROV) 99 Shiel St, North Melbourne @ 5.00pm
- Information Awareness Month (IAM)
- LG Local Government Chapter Meetings – venues to be advised
- InfoRMAA newsletter distributed
- IBA Closure Date for the Individual Branch Award applications
- SG Closure Date for Vic Branch Study Grant applications
- 25 Public Holidays (numbers in bold and grey background)
- ♠ Half Day Seminar
- 🏆 Sir Rupert Hamer Records Management Awards
- ✦ RMAA Victorian State Seminar
- ▲ RMAA inForum International Convention
- ➔ School Holidays
- Public Holiday

	JUL	AUG	SEP	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	
TUE								1	1				TUE
WED			1			1		2	2			1	WED
THU	1➔		2			2		3	3			2	THU
FRI	2➔		3	1➔		3		4	4	1		3	FRI
SAT	3		4	2		4	1	5	5	2		4	SAT
SUN	4	1	5▲	3		5	2	6	6	3	1	5	SUN
MON	5➔	2	6▲	4	1	6	3	7	7	4	2	6	MON
TUE	6➔	3	7▲	5	2	7	4➔	8	8	5	3	7	TUE
WED	7➔	4	8▲	6	3	8	5➔	9	9	6	4	8	WED
THU	8➔	5	9	7	4	9	6➔	10	10	7	5	9	THU
FRI	9➔	6✦	10	8	5	10	7➔	11LG	11	8	6LG	10	FRI
SAT	10	7	11	9	6	11	8	12	12	9➔	7	11	SAT
SUN	11	8	12	10	7	12	9	13	13	10	8	12	SUN
MON	12	9	13	11	8	13	10➔	14	14	11➔	9	13	MON
TUE	13	10	14	12	9	14	11➔	15	15	12➔	10	14	TUE
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SUN	18	15	19	17	14	19	16	20	20	17	15	19	SUN
MON	19	16	20➔	18	15	20➔	17➔	21	21	18➔	16	20	MON
TUE	20	17	21➔	19	16	21➔	18➔	22	22	19➔	17	21	TUE
WED	21	18	22➔	20	17	22➔	19➔	23	23	20➔	18	22	WED
THU	22①	19	23◆ ➔	21◆	18◆	23➔	20◆ ➔	24◆	24◆	21➔	19◆	23	THU
FRI	23	20	24➔	22	19	24➔	21➔	25	25	22	20	24	FRI
SAT	24	21	25	23	20	25	22	26	26	23	21	25	SAT
SUN	25	22	26	24	21	26	23	27	27	24	22	26	SUN
MON	26	23	27➔	25	22	27	24➔	28	28	25	23	27	MON
TUE	27	24	28➔	26	23	28	25➔		29➔	26	24	28	TUE
WED	28	25	29➔	27	24	29➔	26		30➔	27	25	29	WED
THU	29	26	30➔	28	25	30➔	27➔		31➔	28IBA ◆	26🏆	30◆	THU
FRI	30	27◆		29	26	31➔	28➔			29SG	27SG		FRI
SAT	31	28		30	27		29			30	28		SAT
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TUE		31			30						31		TUE
	JUL	AUG	SEP	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	

WHY DON'T YOU JOIN US!!

RMAA Victoria Branch

Keeping in touch with professionals
in the field of