

In part 4 we are presented with a number of case studies. These are interesting, addressing preservation challenges in archaeology, feature film visual effects and 3D visualisation from the cultural sector. The overriding sense here, however, was of a variety of experts in their fields, all trying to solve the same problems that had been articulated throughout the book: documentation of context; determining what to preserve; making preservation technique choices; and, sustainability. They all seemed to have been working in isolation – a problem that the JISC symposia were perhaps set up to tackle. Part 5, ‘A Legal Perspective’, describes some of the copyright and information security issues affecting digital preservation activity.

The ‘Pathfinder Conclusions’ offered by Delve and Anderson at the conclusion of the book seek to summarise challenges and make recommendations. They separate out three categories of complex objects: visualisations and simulations; software art and digital art; and gaming and virtual worlds. However, the challenges and responses are largely compatible across all of these categories. They revolve around documenting context, tracking provenance, choosing appropriate preservation strategies and understanding the intention of the creators. The strategies are not limited to those to be carried out by memory institutions or others with a stake in longevity, but are also recommended for artists and games creators, with an understanding that it is vitally important that their preferences be accommodated.

In summary, I found *Preserving Complex Digital Objects* an interesting, if at times frustrating, read. Perhaps because it is essentially a set of proceedings from a series of events, with the editors having less control over the nature of the contributions than for another kind of text, the level at which the chapters are pitched varies significantly. So in some chapters we are given some pretty basic information on the main elements of (any) digital preservation program, while in others the author drills down into a much more advanced explanation of the issues and approaches in their area of speciality. Some of the frustration also came from the fact that there were many aspects of digital preservation relating to tests for authenticity, metadata and more discussed in this book which have been extensively researched and tested by projects such as InterPARES and others, while here they are raised as if new. We have not been doing a great job, as a profession, of ensuring that our findings, models and successes in digital preservation and recordkeeping are well understood in related disciplines such as librarianship, data archiving, games preservation and digital humanities. We should improve this if we are to pursue the collaborative approach which is recommended here and which will be essential for our continuing viability.

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<http://dx.doi.org/01576895.2014.1000810>

Gillian Oliver and Fiorella Foscarini, *Records Management and Information Culture: Tackling the People Problem*, Facet Publishing, London, 2014. 165 pp. ISBN 978 1 856049 47 4. AUD\$109.00.

Without question, one of the biggest challenges faced by the recordkeeping profession is how to instil good practices into organisations and ensure these practices are

sustained. Too often we find that we have the right technology, standards and procedures but success is diminished because we cannot win the ‘hearts and minds’ of organisational employees. In other words, it comes down to changing the organisational culture.

Records Management and Information Culture: Tackling the People Problem takes this issue head-on and sets out a practical framework for the analysis of an organisation’s information culture, and the actions and strategies that can be applied to change the values and behaviours of an organisation’s workforce.

The key instrument proposed by the authors is an ‘Information Culture Framework’, comprising eight factors arranged into a three-tiered pyramid. The bottom layer identifies those factors that are hardest to change, such as regional technological infrastructure. The middle layer has factors related to awareness and competency, while at the top are higher-order factors relating to governance and trust.

The book is then structured, with each part and chapter providing a further exploration of these cultural factors with suggestions for assessment techniques and training programmes. In the authors’ words, it ‘aims at providing soft skills that will help unveil the deep motives underlying organizational processes and behaviours, and take appropriate actions’ (p. 11).

Both the topic and the timing of this book are excellent. It has targeted an issue that is immediate and significant for those archivists and records managers responsible for guiding larger organisations through the opportunities and risks of today’s rapidly changing records management landscape.

The framework itself is simple and accessible. As the book points out, other assessment techniques such as *Designing and Implementing Recordkeeping Systems* have failed in the past owing to being overly technical and highly specialised, and have ended up alienating the target audience. On this basis the authors rightly argue for a more straightforward approach with a focus on the people issues. To support this ‘people’ approach, the authors have drawn upon research outside the usual orbit of recordkeeping and archives. Soft systems methodology, genre studies and the work of cultural theorists such as Geert Hofstede are used to introduce the reader to concepts of individualism/collectivism, power distance and uncertainty avoidance. These provide fresh insights into individual and organisational behaviour.

An aspect that I was particularly pleased to see covered was corporate information technology governance. This chapter makes a timely and useful contribution to the cooperative relationship that is needed between the records management and ICT departments within organisations; providing advice and guidance on contemporary ICT issues and the intersection of ICT and records management policies.

The book promises to provide a way through the ‘people problem’, but it is not really a practical guide. Each chapter ends with a section offering ideas for assessment techniques and training, however these are left at a superficial level and are not of themselves sufficient templates upon which to develop surveys or behavioural change programs.

This shortcoming notwithstanding, Oliver and Foscarini have produced a very useful manual for the analysis of a nebulous and often misunderstood concept of ‘information culture’. The book’s real value is its potential to equip the records manager with a deeper awareness of the constraints and motivators that shape people’s attitudes toward information and recordkeeping and thus provide the foundation upon which properly targeted actions and strategies can be formulated.

Not quite enough for truly ‘tackling the people problem’, but an excellent resource to get some real traction on the task.

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<http://dx.doi.org/10.1080/01576895.2014.1000811>

Mary Caldera and Kathryn M Neal (eds), *Through the Archival Looking Glass: A Reader on Diversity and Inclusion*, Society of American Archivists, Chicago, 2014. xxiv + 296 pp. ISBN 978 1 931666 70 1. USD\$69.95.

With this publication, the Society of American Archivists indicates a commitment to leading archivists in an open discussion of the ongoing development of the archival profession. In a series of engaging chapters, sharing both personal accounts and the stories of clients and other stakeholders, a variety of authors explore the power of archives. The reader is asked to question the role of archives as a passive holding facility of ‘significant’ records, and the role of the archivist as describer and gatekeeper.

Archives are powerful. What we collect, describe, and make accessible becomes the source material for historians, journalists and authors. Records in an archive can be chosen for inclusion, or included through chance. Once part of an archive, the information a record contains gains a weight or importance that can be disproportionate to its original role. Authors will quote the evidence that they can locate and that evidence comes from available sources. Even when detailed records are available, these ‘primary’ source documents are often secondary accounts of events and people. It is much easier to tell the story portrayed in records than to explore the gaps – what is not included, what is missing. How can the gaps in the archive be highlighted? Can these gaps be filled?

As archivists, do we have a role in ensuring that our collections include both sides of a story? Should we aim to include records that tell the complex stories of all the individuals that make up our communities? In not addressing these questions, do we maintain a bias towards the views of those who might have proactively created and retained records? One of the key roles of the archivist is to place records in context, to describe the creator and the reason for the record’s creation. Through this contextual information, the reader can identify possible bias (intended or otherwise) of the author and the collection. How can the archivist ensure that this context is conveyed to the reader? *Through the Archival Looking Glass* explores these questions, investigating the role of community archives, community curation of collections and the possibility of the archivist as an active collector rather than arranger and describer of received records.

The identity of archivists is considered in several chapters, with discussion on positive discrimination programs to recruit, and expand the education of, a broader range of archival employees – in terms of gender, sexuality, and ethnicity, for example. While these are important considerations, contributors failed to place the question of diversity alongside the wider discussion of the impact of technology on *all* information professions. By placing digitised archival items online, users of archives can bypass the archivist’s carefully constructed description of context and provenance. In response, should archivists spend less time describing and more time locating a broad range of items to