

Experience that addresses the person specification

Essential:

- *Deep interest, understanding and excitement for the challenges of digital archiving.*

I am interested in digital information and records management across all points of the record keeping continuum. For me there are two distinct sides to the challenges of digital archiving. One, being the processes involved in 'digital archiving' (information and records management, disposal, transfer, custodianship, guardianship (where applicable), preservation, and reuse). The second, making sure that a digital archive is as impactful as it can be, being accessed by, and its content, representing the widest population possible, from the best represented in society to the least, from the old, all the way back to the young.

- *Credible leader, able to inspire and motivate others, in your team and beyond.*

I believe in leading by example, by being knowledgeable about one's scholarly domain, and being as deferential as possible to those knowledgeable in theirs.

I am an open leader in the field of digital preservation. At Archives New Zealand I have been central to the completion of our first born digital transfers developing tools, and processes, that we will apply, and develop iteratively to our future transfers.

I am currently leading the development of processes that will enable us to ingest material from physical carriers such as 5.25-inch floppy disks with the highest regard for demonstrating the provenance of that material, despite being 30 years old as we approach it in 2017.

As I discuss below, I believe strongly in fostering the development of other's capabilities. By being open, and generous with one's own skills, and in developing capability by looking at what other's are doing, sharing what we're doing, and reusing, and contributing all that we can, to the mutual benefit of each other.

- *Strong academic background with a degree level qualification or equivalent experience in a computer science and/or archival science related discipline.*

I have an undergraduate degree in Software Engineering and a postgraduate degree in Digital Culture and Technology, majoring in the preservation of material culture. Should the moment be right one day I am keen to pursue a PhD that covers the cross section of digital preservation and digital humanities. I approach work with a view to understanding all facets of it, and all users experience and opinions.

- *Excellent organisational skills, able to prioritise objectives, team workloads and resource allocation.*

Individually I am self-motivated and go the extra mile to complete tasks to the fullness of my ability - thus leading by example. When leading a team I apply skills learned through working agilely at The National Archives, UK. It is important to be flexible and reactive to changing and nebulous goals. Working alongside colleagues to lead the first born-digital transfers at Archives New Zealand has required stepping into an unknown discipline and developing new workflows. It has required evaluating and developing these workflows iteratively as we continue to learn. I have piloted the use of Trello for task organisation and management within the team. For tranches of work I lead I can make use of a number of techniques and tools like these to make sure tasks are monitored and work is not forgotten while colleagues work within the confines of their other responsibilities at the same time. I think we have a good track record of seeing

projects from start to finish, all the time maintaining knowledge of the work that doesn't fit neatly within those boundaries, to be completed at a later time.

- *Strong administrative skills, able to take the accountability, management and reporting responsibilities of leading in the public sector, in your stride.*

I have worked in the public sector for eight years and am a strong record keeper with a keen awareness of the rules and responsibilities of working there. Protocol and procedure are part and parcel of the civil servant's daily job - in the management of their performance plans, to their interaction with the public, or clients, or in the development of policy, strategy, or in the completion of their current projects. While the lure of research, as an example, may be an exciting one, I also make sure I'm following best practice with regards to administration, and my role in the public sector. I actively seek ways to improve how I perform, or need to perform my administrative duties. An aside, but having this background will be key in the role of digital archiving and our approach to clients in other areas of the public sector - understanding their own requirements in this regard is part and parcel with delivering a satisfying and compassionate service.

- *Proven credibility at a senior level with demonstrable experience of relationship development.*

I have held a senior role at Archives New Zealand since starting here. I work across the organization from collection care, to disposal and acquisitions, and through to arrangement and description. Collection care, for example, to understand the requirements of preserving physical media; arrangement and description, for example, to make sure that we can find appropriate compromise when describing digital records as the techniques to enhance description are still being developed. Externally I have good relationships with archivists in our regional offices. I have good relationships with colleagues also involved in the archiving community in New Zealand, and Australia. I maintain links to colleagues in the UK, largely by way of contribution, but also through thoughtful and meaningful discussion and debate.

- *Excellent oral and written communication skills, with the presence and confidence to represent 'the archives' nationally and internationally.*

I have represented The National Archives, UK, speaking at the European Conference of Archives (2010), International Digital Curation Conference (2011), and as participant at various conferences and events throughout my first tenure. Independently I presented my own research at the IDCC conference (2013), and have spoken at a handful of conferences for Archives New Zealand since joining. Most recently I have presented a paper that is currently undergoing peer-review for Archives and Manuscripts, for the Australian Society of Archivists conference (2016). I enjoy communication and appreciate the feedback loop that it gives me to improve my own work. I use blogging to improve my ability to communicate what I do. I work hard to improve my ability to speak to non-technical audiences by tutoring colleagues. I am continuously working to reduce the barriers in communication by removing acronyms, gendered pronouns, and jargon from my work wherever I have been able to identify it.

- *Excellent stakeholder engagement and networking skills, able to interact and build relationships and networks with a range of audiences, internally and externally.*

As noted previously, I work across the organisation, and alongside other organisations and individuals to share, to learn, and to get our work done. I have represented my organisation, and myself, in a number of different forums - social media, writing, conferences. I do not believe we can tackle all of the challenges of digital archiving in a siloed fashion, and so it is a personal endeavour to maintain relationships, and indeed friendships, fostered out of the work that myself and my colleagues (internal, external, nationally, and internationally) care so passionately about.

- *Strong negotiation and interpersonal skills, with the confidence and ability to manage with firmness, sensitivity and diplomacy.*

I value diversity and character. I have long valued the input of colleagues with any number of different input. It is a key to some of my beliefs about what will feature in a second generation digital archive. I appreciate that on any given day, the issues an individual may face personally and professionally are entirely relative to themselves and it is important to be compassionate with that. Even where my position at times has not meant that I can create material opportunities, I take time with colleagues to educate and upskill, in the hope that it will proffer them opportunities in the future. I believe in handling failure in a calm and measured way, there are always learning opportunities - as importantly, I believe in celebrating and not forgetting our successes.

Desirable:

- *Experience as a digital leader ideally in a government or public sector context.*

In mid-2011 colleague, Andrew Fetherston and myself were responsible for initiating and running a one-day DROID forum at The National Archives, UK. The forum was an opportunity to gain an insight into what was needed to be a digital leader.

Following that day, and the introduction of The National Archives Blog, I started communication as openly and transparently about my work and the work of 'the archives' to whomever might be interested via channels such as Twitter, Google Groups, and various blogging platforms, including my own personal website.

I develop my tools (experimental and production) in the open from their very genesis to publication.

I believe in publishing soon, publishing often, and sharing both positive stories, and less-positive stories, e.g. null hypotheses. I do not believe we can solve the challenges we face in the archives (and GLAM) sector by being siloed and closed-off.

As a digital leader i feel it is important to start from a foundation of transparency, and using as many channels as possible to promote the work of the archive, myself, and others.

It is paramount to advocate and contribute to other's work - be that an individual, a movement, or an organisation. I believe that can be demonstrated in my contributions to the work of The National Archives, UK, in my role in New Zealand, but into other's work as well.

In the archive sector I would like to see the development of as many free and open source (FOSS) options as possible. In the UK sector I believe the FOSS philosophy offers opportunities for county archives and other archives alike to share a common baseline platform, be that encoding standards for sharing and reuse of information, or software proper, which might cut preservation costs, or indeed, enable distributed development of many different solutions concurrently.

- *Experience of digital preservation or digital archiving technologies and methods.*

My background was initially in software development reverse engineering network traffic to isolate signals which could be used to record Voice Over IP (Internet Protocol) telephone calls. This leant itself well to the

internals of the DROID format identification tool and PRONOM. I helped to develop the PRONOM database further and contributed elements to the DROID code base.

Following my work on PRONOM I have developed a number of digital preservation utilities and tools, all of which can be found Open Source on GitHub. Tools I develop, or techniques that interest me, I will often blog about on the Open Preservation Foundation blog service.

My role at Archives New Zealand is as one of two Digital Preservation Analysts. We approach our work with complimentary skillsets.

I'm familiar with different approaches to digital preservation, e.g. different schools of thought surrounding emulation, and/or migration. I'm aware of frameworks which help folk approach digital preservation such as the Open Archival Information System.

I take a requirements based approach to preservation where cases and strategies will be weighed up on their individual merits. I believe that there is not one single approach to 'digital preservation' but also, that for a large part we're only just beginning. There are a lot of challenges we need to tackle.

• *Track record of applying archival science or record keeping theory concepts in practice.*

Making sure we improve the environment of information and records management within the public sector is one of the ways we will tackle the challenges of digital preservation - from creation, to disposal, and beyond.

The work of preservation analyst at Archives New Zealand extends beyond the boundaries of the organisation to the recordkeeping ecosystem in New Zealand, and sometimes Australia.

Responsible for information and records management best practices in New Zealand, it is important that the lessons we learn internally are communicated outside. Early lessons in born-digital transfer demonstrated the importance of good disposal practices - including destruction of short-term or transitory records. This was an appropriate action for some of the records we had initially transferred but which, once actioned, eases the digital preservation, and archival, e.g. description, workloads and requirements of the entire accession.

My work since leaving The National Archives, UK, three years ago has revolved around applying archival science/recordkeeping theory to our collections.

The application, of archival techniques to born-digital collections has been a learning process for the organisation. One of trial and error, and one that will need continual development through many iterations.

Recently I have contributed to the following:

- ICA Records in Context consultation
- Australian Society of Archivists conference with a talk about pragmatic approaches to description and link creation between digital records
- Renewal of Archives New Zealand General Disposal Authority 7 (GDA7) including generation of examples to help New Zealand's information and records managers
- Created a Twitter bot for the Digital Preservation Coalition's OAI consultation to advocate for digital archives management and digital preservation
- Participated in Australasian recordkeeping forums, ADRI, and RK Roundtable