



Divisions of General Practice

Information Management Maturity Framework
(IMMF)

Toolkit – Guidelines for collection
and distribution of information
through email



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Purpose

The purpose of the “Guidelines for collection and distribution of information through email” tool is to assist Divisions to address the action task below.

Action Tasks	Capacity Gap	IMMF Element
Implement a single system for records management where documents, files and emails are circulated to all appropriate staff within 7 days	Reactive to Defined	Records Management and information lifecycle

- 1.
2. **One or more of these tasks should have been identified from the Information Management Maturity Framework (IMMF) gap analysis and toolkit specification.**

This tool provides advice for Chief Executive Officers (CEOs) who wish to achieve a sound and consistent approach to the use of emails for timely collection and distribution of information. It is only one contributor towards achieving a single system for records management. To be fully effective, email management relies on a rational, structured approach to capturing, storing, distributing and disposing of email that is consistent with the Division’s record management processes in place for other media and information forms, principally paper and electronic documents and files.

Using this tool will assist Division CEOs to manage email based systems to promote the effective and efficient collection and distribution of information including:

- email in general;
- within a single message including style and attachments; and
- across many messages in a project, and over extended periods of time.

This will reduce errors and omissions that may compromise effective usage, efficiency, legislative requirements (e.g. privacy) or corporate standards.

Explanatory notes

Email as a communication medium must be carefully used and managed to ensure that:

- The intended message is well formed and properly understood.
- The right recipients receive the message.
- They act on it in a timely manner and respond according to the senders’ expectations.
- Emails are captured and stored for efficient retrieval, either as an integral part of records management systems or consistent with their structure and function.
- Corporate information management (IM) requirements, legislative requirements and confidentiality and privacy standards are met.

This tool identifies factors that contribute to improving the organisation and use of email communications, particularly in the context of the IMMF and offers suggestions for progressing towards the above aims.

The guidelines focus on ways that email can be used to maximise the benefits of communicating information to numerous recipients – and for collecting information through email-based surveys.



Instructional design

This tool consists of five Parts:

3. **Part 1 - Principles underpinning the use of email for collecting and distributing information**
4. **Part 2 - Planning for better results**
5. **Part 3 - Good practices**
6. **Part 4 - Practices to avoid**
7. **Part 5 – A PowerPoint presentation “Getting the most out of email”**

Part 1

8. **Part 1 establishes the context for the guideline, six principles that lead to efficient and effective collection and distribution of information via email. CEOs should introduce these principles through routine briefings or training.**

Parts 2, 3 and 4

Parts 2, 3 and 4 present straightforward recommendations and sound practices in creating an email package form and content and also the organisation of the system in which emails are stored, retrieved, distributed and eventually disposed. The content is suitable as a basis of end-user instruction that may be given by a Divisional IT support specialist in small group or one-on-one training sessions.

Part 5

Part 5 is a PowerPoint presentation for training Divisional staff. The presentation is intended to be used to assist all Divisional staff and managers to create more effective and efficient emails. This component aims at providing an informative snapshot of best practices applied to a single email.

A comprehensive set of references is provided in the toolkit.

Summary of outcomes and resources

Workstreams	Outcomes	Resources
Skills or knowledge acquisition requirements for staff	Staff are familiar with basic principles of using email for collecting and distributing information.	This tool is self administered.
New processes or procedures to be adopted	Sound email procedures and processes are in place and appropriate staff members have email management related responsibilities.	
Technology to be developed or acquired	Email systems and databases are well organised and used consistently – reflecting the business of a Division.	
Culture to be influenced	Staff are aware of the benefits and limitations of using email for collecting and distributing information and use email and associated media in combinations that promote continuous improvement in communication efficiency and effectiveness.	



Part 1: Principles underpinning the use of email for collecting and distributing information

Achieving a sound and consistent approach to the use of email for the collection and distribution of information rests on six principles:

1. Accomplishing acceptable levels of accuracy and completeness of information.
2. Adhering to privacy policy and meeting legislative requirements.
3. Storing email-based information for efficient retrieval.
4. Achieving timely and secure communications.
5. Promoting high response rates for information collection and high awareness and compliance amongst recipients of outbound email communications.
6. Supporting internal and external email users alike with well-managed address books, alternative communication channels and high standards for email formatting and content.

The following sections of these guidelines present practical recommendations for action which highlight the value of adopting a planned approach to multi-recipient email communications. In addition, they contain suggestions for operational practices that should be considered and adopted when appropriate as well as recommendations concerning common practices that are best avoided.

Part 2: Planning for better results

Email communications have the benefits of being apparently instantaneous for the sender and also providing for considered communication over time where the recipients can read and act on the messages at a later time and another place.

However, ill-considered “instantaneous” email between individuals has the potential for seriously unfortunate consequences, and when email used for mass communications is not well-planned and well-organised, the consequences can be severe.

Achieving the best results from the use of email depends on having a robust configuration of the service at a Divisional level and for individual users, as well as an adequate knowledge of good usage practices and practices to be avoided.

Rational choice about what emails are distributed, what emails are kept – for how long – and in what format and structure is the cornerstone of email management.

An annual review or an audit may help to prevent an email system from crashing and losing information, and will assist staff responsible for technical support of the email to manage demand for storage and maintain adequate performance and security of the servers.

Part 3: Good practices

8.1.1. General email organisation and usage:

1. Permissible usage and prohibited usage

Managers and supervisors should inform all their staff who use email about what is both permissible and prohibited usage of email. In general email services provided by a Division must be used for business purposes. It is usual that a small amount of personal correspondence is permitted, provided that it does not contravene prohibited usage policy.



Emails must not:

- Be abusive, threatening, harassing or defamatory.
- Be commercial – encouraging people to buy or sell items.
- Contain illegal material, chain mail or other unsolicited material (spam).
- Purport to be from another person.
- Be fraudulent or disclose secure information, commercial-in-confidence information.
- Be of an obscene sexual or pornographic nature.

Most Divisions also indicate potential sanctions that may be applied if an individual is found to have contravened prohibited use policy, up to and including termination of employment and also indicating co-operation with police if a criminal act is suspected.

2. Monitoring email use and content

If it is likely that your Division may routinely monitor all email usage – or specifically that of a person, privacy legislation makes it mandatory that all parties be informed in advance that monitoring or surveillance of emails will take place.

A monitoring notification temporarily reduces the use of corporate email systems for private purposes (whether the monitoring takes place or not). Notification is a necessary precondition for disciplinary action if prohibited usage can be proven.

3. The golden rule

Before sending every email, each user should be comfortable that the content of the email (if it was published or used as evidence in a court of law), be sound, accurate, factual and defensible. Email is not secure and email users must be prepared for anything they have written to be distributed to an unanticipated audience and potentially to be published and re-printed without their consent.

Potentially contentious emails should be checked by a colleague or supervisor before they are sent, and preferably after a cooling-off period.

4. Responding to an email promptly

It is good etiquette for email recipients to respond within 24 hours, or at least within the same or following business day. If a response cannot occur in this time frame, send a reply to the effect that the recipient will respond in a specified period of time. If some certainty about receipt and reading of an urgent email is required, it should be accompanied by a telephone call.

Similarly when staff are away for more than a day, it is also preferable to set up an automated “Out-of-Office” reply informing the sender of the length of time for the absence and either forward the email to an appropriate colleague or offer another communication medium such as a phone number.

5. Saving significant emails – email as a business record

A major factor in using email effectively and efficiently is to be able to manage the volume of correspondence kept by deciding what must be kept and what should be discarded.

In general only documents of significance to the business of the Division should be kept – and this should be decided on the basis of their content. If an email is considered to be a significant business correspondence - of interest to the Commonwealth - it may need to be kept in accordance with the Archives Act¹

¹ Archives Act 1983 (Commonwealth)
Toolkit – Guidelines for collection and distribution of information through email



Microsoft suggests a simple and practical approach to deciding what is a business record through a series of questions:

- 5.1. You need the email to prove that a business-related event or activity did or did not occur with or without relevant time and date considerations.
- 5.2. You need the email to demonstrate a transaction: what was purchased or sold, for how much, in what quantity, when it was delivered, and where it went. Even if only some of this information can be gleaned, the email may still be a business record.
- 5.3. You need the email to identify who participated in a business activity or had knowledge of an event. All address lines (to, from, cc, and bcc) may be equally important.
- 5.4. The email has legal or compliance value.
- 5.5. You need the email to support facts that you claim to be true, because the person who has direct knowledge of the facts is not available to testify.
- 5.6. The email addresses a public official's activities, a client or partner's communications, or another topic specifically covered by law or regulation.

This excerpt was adapted from *Email Rules: A Business Guide to Managing Policies, Security, and Legal Issues for E-mail and Digital Communication* by Nancy Flynn and Randolph Kahn, Esq. It is used by permission of the publisher, the American Management Association (AMA).

6. Find and search - using an efficient email folder structure

When an email is considered to be a corporate communication, significant enough to retain, it should be saved as an email in the Division's record management system. Otherwise, there is no fixed rule about how an email folder structure should be organised. The most efficient and effective structure may differ amongst Divisions according to the nature of each Division's business – and also amongst individuals according to the nature of the work they do.

The key concept is that the email folder structure – for an individual and for a Division ought to follow and support the nature of the business.

If a Division is undertaking a survey common amongst other Divisions, there may be an opportunity to share (if not a physically common file structure) the same format for storage of emails – both incoming and outgoing.

An example email folder structure **for a specific project** (based on PRINCE2 documentation):

- Project initiation document.
- Project plan.
- Project budget.
- Product descriptions / specifications / instruments.
- Test plans and results.
- Corrective action notes.
- Issue notes.
- Programme board meeting notes.
- Project team meeting Notes.
- Correspondence (may be sub divided into participant folders / sent and received).

Microsoft Outlook provides extensive basic and advanced find capabilities, allowing users to find emails and attachments on the basis of text matching in the subject line, the to: and from: lines, by date range and by text strings in the body of the message.

Search capability allows Outlook users to begin with a broad search criterion – or multiple criteria – and narrow the search progressively by adding criteria or using more precise text strings.

When the number of emails to be searched becomes large, search times increase and Outlook provides users with the option of faster searching by indexing emails when the computer is idle.



In addition, Outlook allows users to create search folders. If, for example, emails are organised in project folders and a user also wants to quickly locate emails from a particular respondent (which may be stored in several projects), it is possible to create a search folder that builds a collection of pointers to the target emails. The appearance to the user is that of copying emails into the new folder. However, the facility is in effect a virtual folder and it avoids the costs of storing duplicates and the time needed to make the copies.

Microsoft Outlook has a large amount of 'Help' material on search and related topics (30 references to "search" in the Help material and 30 Help notes on the topic of "search index"). There are a number of free online tutorials to assist users to get the most functionality out of the software with some useful ones listed in the References section below.

8.1.2.

8.1.3. Some Divisions use a specific records system e.g. Customer Relationship Management (CRM), Divisions Information System (DIS). This type of system is a records database and office management system which includes email functionality and can be configured to provide a more sophisticated capability. As the size of Divisions grows to the point where there are many thousands of emails being received or generated, these kinds of systems should be considered.

8.1.4.

8.1.5. How to create an excellent email

7. Characteristics of a well-formed email

7.1. Subject line

The significance of an effective subject line cannot be overstated. The subject line should be short and to the point, with no jargon and if possible, clarity about the nature of the email – telling the recipient what is wanted from them.

Email recipients create rules to dump certain emails into the junk mail or trash folders and some ISPs or internal mail systems block delivery of "suspicious" emails believing them to be Spam on the basis of words in the subject line of the email. Names of certain body parts, for example, are poor choices of words for the subject line of any email.

7.2. Text case

Use normal sentence case. Never use all capital letters – which is interpreted as angry shouting.

7.3. Structure – introduction, body and conclusion – or better

While email messages should be preferably short documents, certainly less than one A4 page at most. They should have a clear structure and a persuasive tone.

Use the simple structure – introduction, body (points in priority order) and conclusion is a minimal requirement even for a short email message, or consider Aristotle's rhetorical structure (it underpins much contemporary advertising):

- Hook - getting the reader's attention.
- Proposal - raising the issue / problem.
- Creating either a moral or an emotional buy-in to your solution or need - followed by a
- Call to action.

7.4. Business - like language - using short sentences

Avoid colloquial language and assumed familiarity with the reader. Emails are expected to be able to be quickly read. More developed arguments should be appended – allowing the readers to print them if they



choose and consider the material more easily than if it is presented on screen. Business salutations are expected and there is no place for emoticons (for example, 'smileys' like :-) or ☺), shorthand or SMS-style acronyms (for example – IMHO – in My Humble Opinion) in any business email.



7.5. Words that are problematic – Spam filters

'Spam' (unsolicited) email represent a major nuisance and a technical difficulty for email system managers and email users alike. Applications are used to remove Spam, filter mail messages and discard all that they assess as being in these categories. Emails containing words that can be construed as indicative of, for example potential pornography, have a very high probability of being blocked – and therefore will not be received.

7.6. Attachments and included graphics

Many email systems limit the allowable size of emails and their attachments. Standard size limits in the recent past have been 1-2 MB, although there is a trend to increasing this to 5MB or greater with the proliferation of images, sound and video recordings being transmitted via the Internet and web.

Better emails minimise the size and frequency of attachments. Most common attachments – word documents, spreadsheets, presentations and images – can, and should be compressed with a readily-available tool – well integrated into the Microsoft Office suite of programs – WinZip.

7.7. Secure attachments - simple and complex encryption and information rights management (IRM)

Email is not considered to be a secure medium. As a general rule, email users in Divisions, and those with whom they communicate should avoid sending any information of a private or confidential nature via email which may be intercepted, copied and distributed to unauthorised recipients.

It is generally considered to be a significantly reduced risk if the email, or more usually an attached file, has been encrypted prior to sending. There are two simple approaches:

1. Within some applications, for example Microsoft Excel, it is possible to save the file in an encrypted form where the recipient will require a password (preferably transmitted by another medium, perhaps telephone or fax) to open and have access to the material.
2. Similarly, WinZip can compress and encrypt a file – also using a password.

Email users with higher security requirements typically use specialised applications requiring physical security devices and private and public encryption keys. These users also communicate through virtual private networks – not exposing their information to the Internet at large.

In summary, email is not an acceptable medium for communicating unencrypted information, particularly clinical information where patients are identified and use of email (even encrypted information) for this purpose is strongly discouraged.

7.8. Clean attachments, please: no tracked changes and use PDFs.

Commonly-used word processors like Microsoft Word allow collaboration amongst writers to prepare a document – tracking changes and editing. It is good practice to ensure that the final copy has all changes accepted and the tracking turned off prior to distribution of documents – particularly documents containing commercially or otherwise sensitive information. Similarly, when the document *properties* information is used, care should be exercised that no sensitive information – concerning parties involved in the document is inadvertently transmitted.

When document print integrity is important, it may be preferable to consider using a PDF format instead of the native document as the attachment.

7.9. Clear instructions for the recipient – what you want them to do and by when.

When the purpose of an email is to have the recipient respond by, for example, providing information, superior emails are clear in asking for that specific response, and also clear about by when the response is required. A checklist of actions may be a useful addition.



7.10. Simple salutation – avoiding emoticons

Simple, conventional letter-type salutations are appropriate for emails. “Dear *given name*” is acceptable and “*Colleagues*” is an acceptable form for multiple recipients – if they are colleagues.

“Sincerely” or “Yours sincerely” or increasingly, “Regards” are acceptable closures followed by:

- The senders’ name (s), or an alternative recipient.
- Title(s).
- Organisation / business unit.
- Physical location, postal address or both.
- Contact telephone / fax – and if appropriate – mobile phone numbers.

7.11. Statement of what you want to do with returned information – permissions

If the email is seeking information, particularly information that may be considered sensitive, it is a good practice to tell the recipient how this information will be used / by whom, how it will be stored, how privacy will be protected, and how and when the information will be disposed or destroyed. In some cases it is appropriate or even essential to request formal permission to use the information as specified.

7.12. Make a commitment to maintain privacy and confidentiality.

If you intend to take care to protect the information sent to you by email and to maintain confidentiality, it is a good practice to say so in the outgoing message.

7.13. Permission to forward messages

If an email user wishes to forward a message to another party, it is considered to be good manners to request permission to do so prior to forwarding the material. In the event that prior permission cannot be secured, at least there should be a demonstrated attempt to contact the originator of the email and a communication to that effect.

7.14. Alternative preferred recipient

Maintaining accurate email address books and distribution lists is difficult and can be time consuming. Sending emails to recipients who are no longer involved in a specific project or with a target organisation is a common problem. Superior emails have a clause that allows an organisation to inform you that a new person is a more appropriate recipient of your emails. In some instances it is a good practice to invite the nominated person (or someone else in their office) to forward the email to a more appropriate recipient – emphasising the need for clarity about the subject matter of the email.

8. Respecting the recipients

8.1. Managing the address book and distribution lists

Some organisations reduce the workload, in keeping address books and distribution lists up to date, by periodically (perhaps annually) sending an email requesting that recipients confirm that they are the correct representative of their respective organisations and that their details are also correct.

An alternative approach is to include a link in all emails that directs the recipient to a website to change their own contact details or to nominate a new recipient. This has the potential to keep address and distribution list details more current than does an annual event – and also shifts the task responsibility to the recipients. The approach requires a small amount of web programming linked securely to the address books and distribution lists.



8.2. Use of cc and bcc

Protect individuals' privacy needs when mass emails are distributed simultaneously. Some recipients may object to others knowing whether they are included or excluded from email campaigns and that knowledge may impact their willingness to co-operate further. The conventional approach to use the "bcc"– or blind copy option instead of multiple "to" or "cc" recipients. Every recipient sees only his or her details.

8.3. Spam – avoid being a spammer, and how to recover if someone thinks you are

"Spam" is unsolicited commercial electronic messaging and often takes the form of emails or SMSs exhorting recipients to respond to some (often dubious) commercial offer. A single email may be considered to be spam by the recipient. The Spam Act (2003) prohibits the sending of such messages.

There are three key ways to avoid being labelled as a spammer and to recover, if a recipient considers and emails what you have sent to be spam:

1. **Consent** -only send commercial electronic messages with the addressee's express or implied consent.
2. **Identity** - make sure the message(s) go to the correct recipients.
3. **Unsubscribe** - provide an opportunity for recipients to choose to not receive commercial messages from you. The guide to the Act suggests also that such requests should be acted upon promptly.

8.4. Out-of-Office replies and automated email forwarding.

Email users often expect responses to their emails within 24 hours or even the same working day. When a Division manager or staff member is away for more than a day, set up an "Out-of-Office" reply that informs the sender of an email to a Division that the person they are seeking is unavailable until a specified time and suggest another contact person in the mean time or automatically forward the email to another person. A better option is to allow the originator of the email the choice of either option or an alternative contact option such as a telephone or fax contact.

8.5. The gentle reminder

Unless a person sending an email receives an error message that their email was undeliverable, there is no guarantee that the email actually reached the intended recipient. The email may have been delivered, but not opened, or if opened, it might have been deleted without having been read (accidentally). It is acceptable to send a polite inquiry or a gentle reminder, but it is not correct to assume that the lack of a response is the fault of the intended recipient.

8.6. The spoken word

In some instances, email is not the best choice of communications media and it is appropriate and often preferable to conduct the dialogue in person or by telephone. This is the case if there is a reluctance to commit communications to paper – perhaps during negotiations, or where there is a strong possibility that the subtle nuances of an in-person or telephone conversation will be lost in an email.

9. Testing the format – for mass mail-outs and surveys

Not all email recipients will use the same email system and reader. Most will use Microsoft's *Internet Explorer*, *Firefox* or *Opera* or *Lotus Notes*. Apple Macintosh users may read email through a browser, such as *Safari* or *Internet Explorer for Mac*.

If an email is to be distributed to a large number of different recipients, it may be helpful to check how the email appears using several of the most common browsers.

Minimising the use of graphics and complex table structures to collect or distribute information increases the likelihood that correct formatting will be retained at the users' end of the communication.



Testing the content of the email message

If an email is to be used to distribute a survey, it is a good practice to pre-test both the email and the attached survey (preferably with several co-operative representatives of the survey sample or population) to minimise the risk that an error or ambiguity could compromise the response rate and / or the quality of responses received.

10. Follow-ups

When email recipients fail to respond as anticipated, the sender has the choice of contacting the recipient by email a second time to encourage use them to comply. Contact can be by another email and opinion is divided on the effectiveness of this approach – as it is on the issue of whether a new message needs to be created or simply an addition to a re-sent copy of the original email.

Some research suggests that follow-ups should be done sparingly and their effect should be monitored. Some recipients appreciate a nudge / others emphatically do not.

Discussion in the *e-maillabs* web pages² suggests that follow-ups tend to improve response results most in the first few hours of the follow-up and that recipients who have not replied on the same business day probably will never respond.

An alternative approach to promote good compliance is to telephone recipients before the email is sent and attempt to get them to agree to assist. In that case, a follow-up telephone to the email call can be a very effective stimulant, and experience shows that the sender will most likely receive a direct answer that the response is forthcoming – or that there will be no response. This information can assist with future planned communication – and the maintenance of distribution lists.

11. Advertising - notifying recipients about surveys – phone, letter, newsletter

High response rates to surveys mediated via email are often difficult to achieve, particularly when the survey instrument appears to be daunting or time consuming. In some cases, the response rate can be improved by advertising the survey and its benefits and importance (e.g. securing additional funding for a promising new initiative).

Part 4: Practices to avoid

Ten email practices to avoid include:

1. Using “*e-mail Read Notifications*”. People perceive that they are being spied on and the *Read Confirmations* clog their “*Sent Mail*” folders.
2. Avoid sending emails and attachments with spelling or grammar errors or without carefully checking the recipient list.
3. Having just one large Inbox with hundreds or thousands of emails as a de facto random filing “system”.
4. Casual use of *Reply to All* without first considering whether they all need to receive the reply.
5. SHOUTING IN CAPITAL LETTERS.
6. Failing to check undeliverable error messages or failing to monitor non-responses – leading to poor and declining response rates.
7. Losing emails and address books when staff members move on.
8. Putting material in an email that you wouldn’t put on a postcard. Remember email is not private and it is not reliably secure.
9. As Microsoft says “email should not be an excuse for avoiding face to face or telephone contact: it is not a preferable alternative for delivering bad news.”
10. Using email to forward virus alerts, viral material or junk mail. If it’s a major security threat, your network and security specialists already know about it and they will keep you informed. Often the friend-to-friend warnings are themselves in fact the actual “virus” – a pointless waste of time and network resources.

² See reference and assistance section
Toolkit – Guidelines for collection and distribution of information through email



Part 5: PowerPoint Presentation

A PowerPoint presentation has been distributed on the compact disc accompanying the IMMF Toolkit User Guide.



References and assistance

8.1.6.

8.1.7. What is a Business Record – Microsoft

<http://office.microsoft.com/en-us/outlook/HA012053991033.aspx>

8.1.8.

8.1.9. General Advice on Using Email – NSW Government Chief Information Officer – especially Appendix 2

<http://www.gcio.nsw.gov.au/documents/Use%20of%20Internet%20for%20Inst%20Messaging.pdf>

Last viewed: April 2008

Email Etiquette:

<http://www.emailreplies.com/>

http://www.cit.gu.edu.au/~davidt/email_etiquette.htm

<http://uqconnect.net/?page=27780>

<http://office.microsoft.com/en-us/outlook/HA012054101033.aspx>

(Extracted from and article by Laura Stack - the President of The Productivity Pro®, Inc.)

Last viewed: April 2008

8.1.10. Keeping Recipient Lists up to data – dealing with non-responders

http://www.emaillabs.com/email_marketing_articles/managing_inactive_email_addresses.html (

<http://www.emaillabs.com/best-practices/email-marketing-programs-usability.html>)

Last viewed: April 2008

Templates:

<http://www.replymate.com/index.htm>. Last viewed April 2008

Information Rights Management

<http://office.microsoft.com/en-us/ork2003/HA011401841033.aspx>

Last viewed: April 2008

Searching and Finding Emails

Basics on sorting and viewing Email messages (Outlook 2003)

<http://office.microsoft.com/en-us/outlook/HA011504331033.aspx?pid=CL100626971033>

A free on-line course teaching users how to find copy and back up emails in Outlook 2003

<http://office.microsoft.com/training/training.aspx?AssetID=RC010970841033>

A thorough discussion on Instant Search in Outlook 2007 running under Vista

<http://office.microsoft.com/en-us/outlook/HA012305851033.aspx>

All last viewed: April 2008

Legislation

An overview of what Spam is and how to manage it

The Spam Act (2003)²

http://www.dbcde.gov.au/data/assets/pdf_file/0017/21725/DCITA-Spam-4Bus-Web.pdf

Last viewed: April 2008

An overview of the Archives Act (1983) relating the preservation and use of archival resources

<http://www.comlaw.gov.au/comlaw/management.nsf/lookupindexpagesbyid/IP200401335?OpenDocument>

Last viewed: April 2008



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