

MINISTRY OF EDUCATION, YOUTH AND INFORMATION

Records and Information Management Implementation Quick Reference Guide



A PUBLICATION OF THE MINISTRY OF EDUCATION, YOUTH AND INFORMATION AND
THE JAMAICA ARCHIVES AND RECORDS DEPARTMENT

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A Message from the Permanent Secretary



Dr. Grace McLean, OD, JP
Permanent Secretary (Acting) Ministry of Education, Youth and Information

On behalf of the Records and Information Management (RIM) Oversight Committee I am pleased to extend congratulations to the Programme Management Advisory Team for spearheading the publication of the RIM Implementation Quick Reference Guide.

This publication will serve as the go-to guide for RIM practitioners as you implement the RIM Programme in your respective Ministries, Agencies and Departments. It will also serve as an important medium to educate, inspire and empower RIM Practitioners to effectively and efficiently carry out the work of the RIM Programme.

Through our partnership, we have underscored the importance of RIM to provide a framework for the standardised management of official records in the Government of Jamaica (GoJ) and to ensure that all activities and decisions of the GoJ are fully and accurately documented, managed and monitored in accordance with the regulatory framework and the life cycle principles of records creation, maintenance, use and disposal. It is our sincere desire to see RIM implemented throughout the Public Service in a way that enhance service delivery and ultimately redound to the achievement of the National Development goals.

Once again, I congratulate you and I look forward to the continued growth and success of the RIM Programme.

A Message from the Government Archivist



Claudette Thomas, Government Archivist
Jamaica Archives and Records Department

The business of Records and Information Management (RIM) is one which involves all persons, not solely Records Managers. As we usher in a new era, a paradigm shift, the Programme Management Advisory Team and the Jamaica Archives and Records Department seek to make this process much easier with the creation of this Quick Reference Guide.

The Guide includes the major activities involved in the implementation of the Government of Jamaica RIM System. We aim to equip Ministries, Departments, and Agencies with the knowledge and tools required to be compliant with the RIM Policy of Jamaica. Created with both the novice and expert in mind, the Guide is structured in a step by step approach to aid with a smooth implementation process.

We seek to transform the way RIM is managed in Government, with the goal being to vastly improve service delivery and the timely accessing of records. Therefore, this Guide is a pathway to making that goal becoming a reality much sooner.



A Message from the Editor



Dwayne Cargill, Principal Director (Acting)
Information Division, Ministry of Education, Youth and Information

The Records and Information Management (RIM) Implementation Quick Reference Guide (Quick Reference Guide) is a collaborative effort of the Ministry of Education, Youth and Information and the Jamaica Archives and Records Department (JARD) to provide guidelines to Ministries, Departments and Agencies as we accelerate the implementation of the Government of Jamaica RIM Programme.

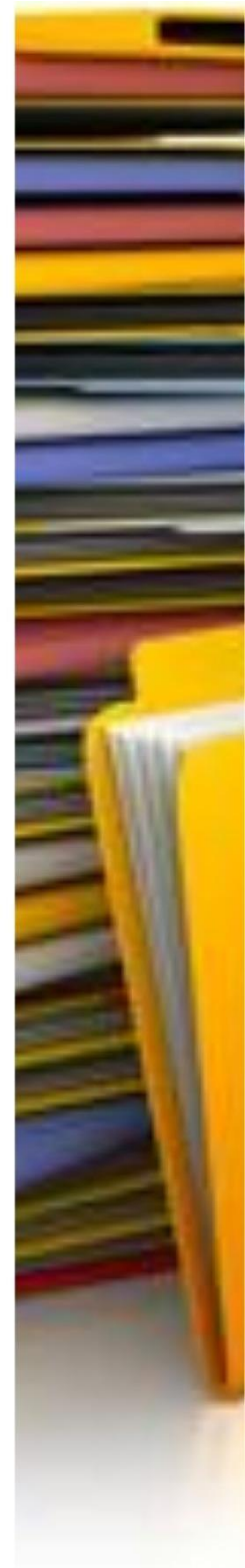
We have put significant effort in the preparation of this document and we hope you will find the information provided useful and rewarding in the same way we have found conducting the research and transcribing the information in this format to be beneficial to our own knowledge.

Working with the Team from JARD was very beneficially. The experience of the JARD team has been enhanced through the guidance and continuous support that they provide to MDAs through the Public Service.

The Team at the Information Division has also benefited from this exercise. Though time consuming, we are assured that our efforts will bring greater efficiency and effectiveness to the operations of Government and we encourage all to utilize the Guide for your implementation Processes.

As you use this Guide, please do not hesitate to contact the Records Management Analysts at JARD who are available to clarify issues and provide support to implement the GoJ RIM system. We also welcome your feedback regarding the usefulness of the document and additional guidance, tools or support.

RIM Matters!!!!



Glossary

1. Disposal Schedules

A document describing the recurring records of an administrative unit series, specifying those records to be preserved as having archival value and authorizing destruction of the remaining records on a continuing basis after the lapse of a specified retention period.

2. Retention period

The length of time as provided for by legislation, regulation or administrative procedure, that inactive records should be retained before they are transferred or otherwise disposed of.

3. Records Retention Programme

Provides a timetable and consistent procedures for maintaining the organization's records, moving the records to inactive storage when appropriate, and destroying records when they are no longer valuable to the organization.

4. Records Retention Schedule

A comprehensive list of records series by development indicating for each series the length of time it is to be maintained in office areas, documentation centres and when and if such series may be destroyed.

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1. Introduction

This Records and Information Management (RIM) Quick Reference Guide (the Guide) was developed to assist RIM practitioners in the Jamaican Public Sector with support for implementing the new Government of Jamaica (GoJ) RIM Systems. The Guide is divided into five (5) chapters in keeping with the components of the RIM systems.

1.1 Purpose of Quick Guide

The purpose of this Guide is to provide a source of practical and easy to understand guidance to RIM Practitioners in implementing the new GoJ RIM systems. The Guide is however to be used in conjunction with the relevant legislation and the GoJ RIM Policy and RIM Procedures Manual.

Practitioners are encouraged to engage with their respective Records Management Analyst (the Analyst) in the Jamaica Archives and Records Department (JARD) throughout the implementation process for guidance and clarification where needed. Implementation activities should also be communicated with the Analyst once completed.

1.2 Organisation of Chapters

Each chapter is developed in keeping with the relevant processes for RIM as outlined in the RIM Policy. It first provides an introduction of the chapter, define key RIM activities/processes and then provides a methodical approach to implementing each step in the RIM process.

Each chapter gives a diagrammatic process flow which provides a representation of each step to be carried out at each component of the RIM programme. The steps are further broken down by the activities with explanation for each activity.

The chapters also provide practitioners with a list of resources that will be needed for undertaking each component. This should not be considered exclusive and practitioners can add resources and innovate as best as possible. The chapters also provide useful tools for carrying out each exercise during the RIM systems implementation.

1.3 Key Definitions

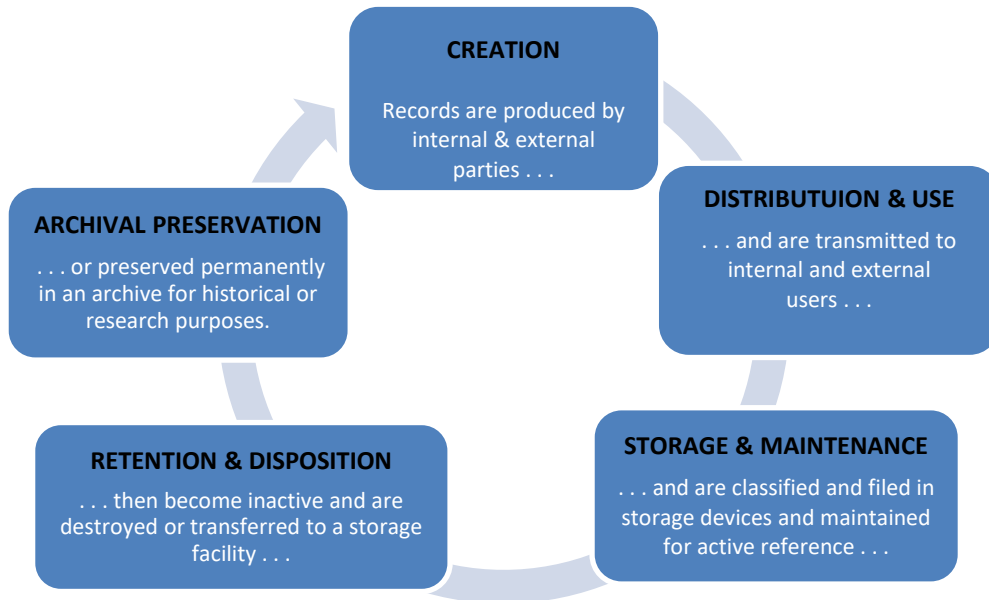
Key definitions are provided in the GoJ RIM Policy of 2018 and the Archives Act, 1982.

- ✚ *Archives*: means all official records no longer in current use and adjudged by the Committee to be worthy of permanent preservation in the Jamaica Archives for reference and historical purposes.
- ✚ *Recordkeeping Systems*: business information systems capable of capturing, maintaining, and providing access to records over time.
- ✚ *Official Records*: means all papers, documents, records, registers, printed material, maps, plans, drawings, photographs, microfilms, cinematograph films and sound recordings of any kind whatsoever, officially received or produced by any public organisation for the conduct of its affairs or by any officer or employee of a public organisation in the course of his official duties (The Archives Act 1982).
- ✚ *Record*: Information in any medium, created, received and maintained as evidence by an organisation or person, in pursuance of legal obligations or in the transaction of government business. Record is defined as "information created, received, and maintained as evidence and as an asset by an organization or person, in pursuit of legal obligations or in the transaction of business" according to Ja. ISO 15489 1:2001.
- ✚ *Records Management*: The process of ensuring the proper creation, maintenance, use and disposition of records throughout their life cycle to achieve efficient, transparent and accountable governance.
- ✚ *Records Management Programme*: A records management programme encompasses the management framework, the people and the systems required within an organisation to manage full and accurate records over time. This includes the identification and protection of records with longer-term value that may be required as Archives.

1.4 Key Records Management Principles

Records Lifecycle is a term that describes a controlled regime in which information is managed from the point that it is created to the point that it is either destroyed or permanently preserved as being of historical or research interest.

Figure 1: Records Lifecycle



The Records Cycle relates to the complex nature of the information resource referred to as a record. The lifecycle relates to the value and use of records in light of its status: - current, non-current, archival or redundant.

- Current records are those which are needed to conduct current business activities;
- Non-current/in-active are those records which are not needed to support current business, but which are retained for operational, legal or regulatory purposes;
- Archival records are retained permanently because of their value for reference and research;
- Redundant/Non-records are documents which are no longer required.

Most records progress logically through the life-cycle, from current to non-current to archives or destruction. Other records will never be non-current as when they have no further value they are destroyed immediately while others might move backwards or forward through the life-cycle.

The life-cycle of a record can last one week, three months, 100 years or more if the record is archival. Current records might have been created yesterday or twenty-five years ago. Whatever the circumstance of the use of records what is most important, is that they are positively managed from birth to death; from the in tray to the dust bin or shredder.

Table 1.1: How to Evidence Records characteristics

Record characteristic	How to evidence
Authentic	<ul style="list-style-type: none"> ➤ It is what it purports (claims) to be ➤ To have been created or sent by the person purported to have created or sent it ➤ To have been created or sent at the time purported.
Reliable	<ul style="list-style-type: none"> ➤ Full and accurate record of the transaction/activity or fact ➤ Created close to the time of transaction/activity ➤ Created by individuals with direct knowledge of the facts or by instruments routinely involved in the transaction /activity.
Integrity	<ul style="list-style-type: none"> ➤ Complete and unaltered ➤ Protected against unauthorised alteration ➤ Alterations after creation can be identified as can the persons making the changes.
Useable	<ul style="list-style-type: none"> ➤ Located, retrieved, presented and interpreted ➤ The context can be established through links to other records in the transaction/activity.

1.5 Conclusion

The JARD has created a quick reference guide which provides a basic overview of the implementation process of the RIM Policy. This will provide a more in-depth look at the implementation process for the Ministries, Departments and Agencies (MDAs) that are currently implementing the RIM Policy. This quick guide is to be used alongside the GoJ RIM Policy and Procedures Manual.

2. Records Survey Quick Guide

This chapter provides detail guidance on how to conduct a RIM survey in a MDA. It also provides entities with a list of the resources needed for undertaking the survey. At any time during the execution of this activity, entities may contact the JARD for assistance and or clarification as needed.

2.1 What is a Records Survey?

A Records Survey is a systematic exercise to locate and identify all the records held by a particular business area (Susan Graham, 2003). The records survey constitutes the first part of the process of transforming the GoJ RIM systems, in line with the reforms that are taking place under the Public Sector Transformation and Modernisation Programme (PSTMP). After completing the Records Survey, the MDA will have a precise idea of the number of records held, the type and kinds of records in their possession. This will augur well for data sharing and assist you in complying with section 9 (4) of the Archives (Official Records) Regulations, 1988 which requires that

“the Records Officer shall compile an annual summary of official records in its custody for submission to the Archivist no later than 31st March each year.”

2.2 Purpose of Records Survey

In order to restructure the record keeping function of any organisation, the collection of data is an exercise used to commence the process; the records survey is one such strategy. Records Survey serves a number of purposes and should be conducted periodically to ensure its benefits are gained. Specifically, it serves to:

- identify the interrelationships between records, and their relationship to organisational functions and activities;
- investigate the existence and effectiveness of intellectual control systems for records management;
- assess the physical state of the records, including their location, media and quantity;
- ascertain who is responsible for maintaining the records;
- review the needs of different users and the extent to which they are satisfied by the existing records and systems;
- gain control of existing records and bring them into a managed environment; and
- inform the development of a retention schedule or a filing scheme.

The objective of the Records Survey is to inventory records in the MDAs in order to ascertain what records exist, how they are titled and classified, where they are held and how active they

are. The information gathered during the Records Survey exercise will constitute a baseline for changes and improvements that are going to be made as the GoJ RIM system is introduced. The Records Survey also provides essential controls for system transformation by identifying the records to be restructured and provide a mechanism to account for the changes made. The records survey will thus ensure that the introduction of the new system does not result in loss of control over the records and that the new system is not blamed for records that cannot be found later on (including some that were lost or unaccounted for even before the system changes were made).

2.3 Method

The GoJ RIM Policy requires physical observation for its survey as it is the most reliable. It is used to obtain detailed, accurate information regarding the records held in business areas.

2.4 Steps for Conducting RIM Survey

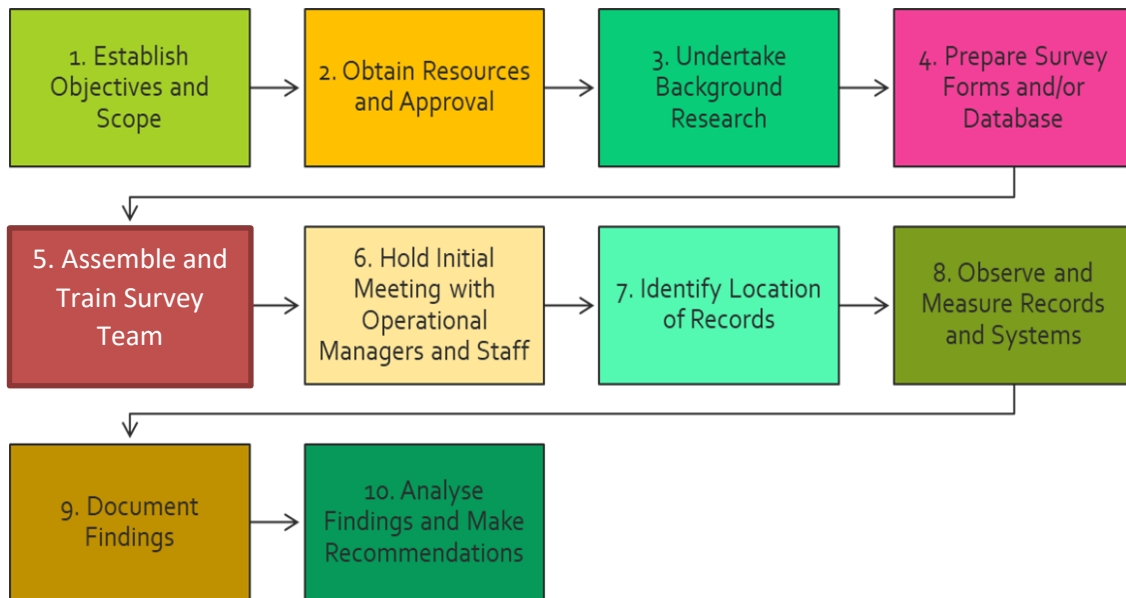


Figure 2.1: Records Survey Process

Step 1: Establish Objectives and Scope

- Identify the reasons for completing the records survey in your entity. Identify the scope of the project to include the business units to be done, time the project will take, and cost.

- Develop a timetable that clearly assigns responsibility for all activities, estimates the inventory schedule for each area, and allows time to both evaluate the inventory and develop a programme plan;
- Consider the size of the entity and areas that will be surveyed before giving a timeline; and
- Build in some review dates to monitor progress and adjust the schedule as needed.

Step 2: Obtain Resources and Approval

- Present plans and budget to Senior Management outlining required resources needed and request their support;

Box 2.1: Resources Required for RIM Survey

Human Resource:

1. HOPE Interns or HEART Graduate
2. JARD Officer
3. RIM Consultant

Physical Resources:

1. Laptops
2. Printer
3. Scanners
4. Boxes (15x12x10)
5. Protective Gears: (Gloves, Lab Coats and Dust Masks)
6. Stationery : (Crack-n-Peel Labels, Pens, Pencils, Scissors, Rubbers, Microfiber Cloth, Markers- Sharpie Black Fine Point, Markers, Tape, Glue, Garbage Bags- Big, Hand Towels, Binder Folders- 3 Holes Plastic Cover, Quire Diary, Fasteners, Reams of Paper (legal and Letter), Survey Forms

Training Resources:

1. General Training
2. In-house Training

Step 3: Undertake Background Research

- RIM Surveys need to build on the prior knowledge of the functions and structures of the organisation, and of changes to the functions and structures overtime, and it is essential to find out as much as possible before the work begins.

- Managers and key staff should be interviewed before any records are inspected, to determine the nature of their work and the types of records they create or use, and to gain access to documentation or tacit knowledge of existing records systems.
- Stakeholders can also be interviewed at later stages in order to fill any gaps in the information available to the surveyors, but a survey is unlikely to succeed if undertaken with no prior knowledge at all.

Step 4: Prepare Survey Forms and/or Database

- Ensure designate Records Survey forms are printed, for entities manually inputting the information (please see Appendix: Form 2A and 2B) or access is provided to the electronic Excel version.

Step 5: Assemble and Train Survey Team

- Identify the team which will be undertaking the Records Survey activity
- Guide selected team regarding the expectations of the Records Survey activity
- Show team how to label equipment and files
- Direct team in using the Records Survey Form to capture data

Step 6: Hold Initial Meeting with Operational Managers and Staff

- Visit individual supervisor to explain the inventory process and how it will benefit each office.
- Send a letter/e-mail outlining the work schedule.
- Call to follow-up to ensure they are prepared for the RIM team's visit.
- Supervisors should understand that the RIM team will require access to all records and that they will need to ask questions as they work.
- Request that supervisors inform staff in the business area to be surveyed of the forthcoming exercise.
- Inform supervisors that, at this stage, no changes are going to be made to the records during the survey exercise.

Step 7: Identify Location of Records

- Records may be stored at several points within a business unit including: In-trays/Out-trays, Filing Cabinets, shelves, storerooms, on computers, chairs, desk, tables etc.
- Officers administering the survey must speak to supervisors to identify where the records are located
- Once the areas are located, the Record Survey Team must label the filing equipment, shelving and filing points
- Give each filing point a control number, being the initials of the type of filing equipment/location plus the sequential number for the item, e.g. CAB1 for first filing Cabinet and CAB2 for second filing cabinet. Number the drawers, e.g. DRW1. For shelves number from top to bottom, left to right.

- Put a sticker to identify the shelves, cabinets, walls, tables, floors and drawers so that the location of the records is fixed and can be identified during system change.

Step 8: Observe and Measure Records and Systems

- Team will need access to laptops to complete this assignment.
- Team should be provided with survey forms, pens, Crack-n-Peel stickers and records centre boxes.

Caution: Before conducting the full survey, consider doing an initial survey of your organisation's records situation, beginning with the departments/offices you think would be most cooperative. The Records Survey is meant to be comprehensive and should cover all official records, both ordinary and confidential.
- Using Crack-n-Peel stickers, label file folders by numbering the files found at the various locations in sequence on the shelf/drawer/box or other containers. The first file on the first shelf being SHF1/1. If there are boxes on a shelf, it would be labelled SHF1/BX1/1 for example. For first filing cabinet, drawer number 1, it would be CAB1/DRW1/1. The purpose of these reference numbers is to be able to easily identify the files when the restructuring begins.
- Treatment of Un-filed/Loose Papers - In some cases, the papers will be no more than a collection of unconnected papers held together in a folder. Describe these as best as you can.
- List only recognisable file/record units. Do not bother with loose papers that may be in drawers, shelves or desks.

Step 9: Document Findings

- Using the form(s) provided, you will record details such as: location, control number, file reference number, file type, file title/records description, and covering dates.
 - Location: The area the file is located. For example, Cabinet 1, Draw 1, abbreviate CAB1 /DRW 1
 - Control Number: This is the unique and new number given to the file for the purpose of the survey. It is made up of the location and a file number starting from 1, example CAB1/DRW1/1. If a drawer has ten files it goes up to 10. Write the control number on a sticker that you will stick on the top right-hand corner of the file. The purpose of these numbers is to be able to identify the files easily when they are restructured or re-numbered.
 - *File Reference No. (If it is there)* - Some of the files may not have file reference numbers. If this is the case, do not enter anything in this column.
 - *File Type* – the apparatus which holds the records together, such as Box File (BF), Bundle (BUN), Envelope (ENV), Flat Folder (FF), Lever Arch File (LAF), and Register (REG).
 - *File Title/Description* - The file titles may also be inaccurate, vague, too broad or misleading. At this point, the file titles should not be edited or changed and file title should be recorded as is stated on each file. Where there is no file title, read the file and determine its content and then give a description as accurately and briefly as possible.

- *Record the Covering Dates* - Covering dates relate to the date of the earliest papers on the file as well as the latest. The norm is that the earliest papers will be at the bottom and the latest on top. This is, however, not always the case and the records survey team may find that the papers are chronologically mixed.

Step 10: Analyse Findings and Make Recommendations

- Database and spreadsheet software may be used to help with the analysis, as well as mental creativity and quantitative analysis.
- The analysis should concentrate on the issues that form the focus of the survey. Files should be listed in chronological order and must reflect the most current modification including the time and date.

Survey of Electronic Records

1. There are two surveys that will be conducted on electronic records:
 - (a) **Organisation wide:** the ICT consultant will come in December to conduct a review of the records management functionality of the ICT systems in the pilot MDAs. The survey teams are not involved in this exercise.
 - (b) **Individual Staff:** the records survey team will conduct a survey of the electronic records for all staff in the designated pilot institutions/units.
2. Form 2B will be used to conduct the survey of electronic records on staff in the pilot institutions.
3. The survey is not about the ICT systems, but about the management of the records generated by the ICT systems. We only get information on the ICT systems in order to understand how the records are being managed.
4. Each computer user must be interviewed and the survey form completed.
5. The main purpose of the electronic records survey is to find out what is being done with the electronic records, how they are being saved, what they are being called, how they are arranged and structured, what is being saved on the Desktop, what is being saved in folders, and how the folders are arranged.
6. There are certain indicators that tell something about the efficiency with which electronic records are being managed and which the survey teams need to look out for: (a) desktops cluttered with large amounts of folders and documents tell us something about the filing (or lack of filing) in the same way that (b) large amounts of documents in My Documents, not in folders, also tell us that not much electronic filing is being done. Identifying the quantities of these unfiled documents also tells us something about the scale of the problem which will need to be rectified.
7. The teams will also need to find out how the shared drives are being utilized, how the documents are organized in the shared drives, who is using them, the relationship between documents/records in shared drives and those on the “C” drives of the officers and how officers are backing up the information on their “C” drives. Management of emails will also be looked at.

8. The way in which the electronic records are organized will give us some indication of how efficiently records can be retrieved and what remedies can be applied.

2.5 Conclusion

The Records Survey is important as the RIM policy cannot be implemented without a comprehensive understanding of the existing records and the systems used to control records within the MDAs. The process seeks to investigate and analyse all records within these MDAs, and this will allow an analysis of all the records within the entity and facilitates a decision can being made on the status of all records.

The administering of a RIM survey also identifies and corrects weaknesses in classification and filing systems, appraisal and disposal of records.

3. Decongestion Quick Guide

This chapter provides detail guidance on how to carry out the decongestion process of records in a MDA. It also provides entities with a list of the resources needed for undertaking the survey. At any time during the execution of this activity, entities may contact the JARD for assistance and or clarification as needed.

3.1 What is Decongestion?

Decongestion will be the next step as all records over 5 years (subject to confirmation with the records creators/owners) will be closed and moved to non-current storage. The Excel spread sheets that have been constructed will make it easy to sort the records by date of last activity thus making it faster for the teams to identify the records to be decongested.

The 5 year cut-off period is a conservative demarcation of the current, semi-current and non-current records. Essentially, within the 5 year demarcated cut-off period, there will be records which are current and some which are semi-current. For instance, most financial records are cut off at the end of the financial year and thus the records of the previous financial year become semi-current at the beginning of the new financial year.

To avoid resistance by the officers, however, it was decided that the decongestion exercise would target records which had not been active for over five years. These will be identified on the records schedules, listed on the Records Transfer Lists, transferred to non-current storage and a notation made on the original schedule to indicate where the records have been transferred to. As a result of this, the owners of the records will at any given moment, know where their records have been transferred to and what boxes they have been packed into.

3.2 Purpose of Decongestion

Decongestion allows an entity to remove non-current records from active records storage. This allows for better management of the current records and for new records to be stored in the register/file room.

3.3 Steps for Conducting Decongestion

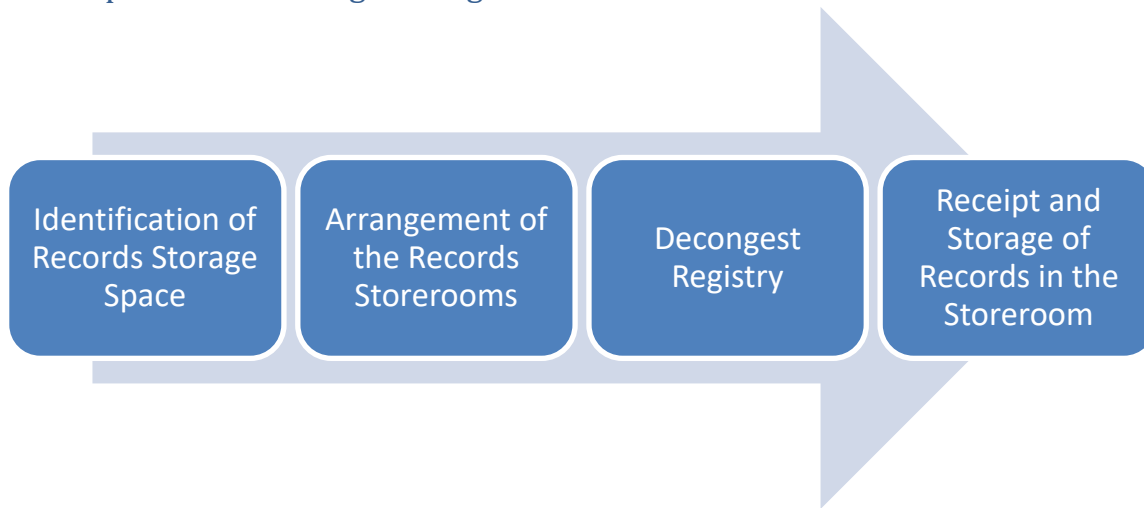


Figure 3.3: Steps to Conducting Decongestion Exercise

The Guidelines for decongestion are outlined below.

Step 1: Identification of Records Storage Space

- The objective of the decongestion exercise is to identify and separate current, semi-current and non-current records in the Documentation Centres/Registries and targeted departments and offices so as to segregate the current records which can then be restructured.
- The starting point is for each pilot team to quantify the records to be retired and identify space that is sufficient and suitable for the records to be transferred to during the decongestion exercise.
- For purposes of the exercise, records which have not been active for at least 5 years will be retired to non-current storage. Always consult with the process owners on these files.
- This means that records which were last active in 2015 (i.e. are pre-2016) or before will be targeted. There will, however, be exceptions for types of records that may not be active but are still required for operational purposes, e.g. title deeds, asset registers etc.
- To estimate the amount of storage space needed for the closed records of the pilot institution each team should use the schedules compiled during the records survey exercise to identify and quantify the records that are semi-current or non-current and estimate the number of boxes and amount of space required for their storage.
- To do this, each team should use the Excel spreadsheets to:
 - Sort the files by last date of the files
 - Print a schedule that shows files that go up to 2015 only (i.e. pre-2016).

- With the Director Documentation, Information and Access Services (DDIAS)/Records Manager go through the pre-2016 files schedule, tick those files that can be closed and put an X against those that should remain in the office even if they have not been active since 2015.
 - Go through the remainder of the records survey schedules and identify (with the advice of the DDIAS/Records Manager) any other records that can be closed and retired even if they have been active in the last five years. The latter should apply only to those records the DDIAS/Records Manager knows have become inactive for one reason or another, e.g. a function that has been discontinued or a one off event that has been concluded
- To estimate the number of boxes needed, the teams should go into the records storeroom, take five boxes (similar to the type that will be used during the decongestion exercise), from different parts of the storeroom, count the number of files in each box and find the average.
 - The teams should see if boxes for the decongestion exercise are available, as per the number that would have been pre-determined for the exercise. If there are no boxes/insufficient boxes, the entity should discuss with JARD possible suppliers to acquire the required number of boxes.

Box. 3.1: Resources Required for Decongestion

<p>Human Resource</p> <ol style="list-style-type: none"> 1. HOPE Interns or HEART Graduate 2. Director of Documentation, Information and Access Services or Records Manager 3. JARD Officer <p>Technical Resources</p> <ol style="list-style-type: none"> 1. Laptops 2. Listing of Records Surveyed 3. Boxes (15x12x10) 4. Protective Gears: (Gloves, Lab Coats and Dust masks) 5. Stationery: Pens, Pencils, Rubbers, Microfiber Cloth, Markers, Tape, Glue, Garbage Bags, Staple Machine, Reams of Paper, Scissors <p>Training Resources</p> <ol style="list-style-type: none"> 1. In-house Training/Support from JARD

Step 2: Arrangement of the Records Storerooms

- The teams should bring together the computed figures of files to be closed in the Documentation Centre/Registry/department/sections, number of boxes involved and discuss with the DDIAS/Records Manager where such space can be found/created.
- If no space can be found, then the teams should identify secure floor space where the boxes can be stored pending creation and availability of space at a later point (such as when the records retention schedules have been prepared and authorized and records can be disposed of as per the assigned retention periods)
- The records storerooms (whether already existing or new) should then be organized or prepared to accommodate the records in an orderly and secure manner.
- The shelves should be arranged and organised using an Indirect Location System for numbering the shelves, with the shelves being numbered from top to bottom and from left to right. (If the shelves were numbered during the records survey exercise, do not re-number, use those numbers put during the survey).
- A storeroom register, electronic and manual, must be created (if not already there) for use in managing the storeroom space.
- Where the storerooms, or parts of the storeroom, are in disorder, it will be necessary to restore order first.

Step 3: Decongestion

- The next step is to list and box the semi-current and non-current records as identified on the records survey schedules referred to above.
- This exercise starts in the Documentation Centre/Registry and then proceeds to the departments/units and offices which have been keeping their own records.
- Close the files by writing boldly on the file covers “CLOSED” and the date of closure. Note that this also applies to Documentation Centre/Registry files being closed. (In the Documentation Centre/Registry, there should be a clear storage demarcation between current files and those that are semi-current/non-current.)
- Put the files into boxes, recording key details as required by the records transfer form: as far as is practical, put records that are of similar content or likely to have same disposal dates in the same box.
- Number the boxes, starting at box number 1 for the deposit from that particular unit/office.
- The Records Transfer Form (See Appendix: Form 3A) is used to register the records being transferred to semi-current and non-current storage. Note that this form is for internal transfers within the MDA and a different form is used when the records are being transferred to JARD.

- For each depositor, the boxes are numbered from number 1 for that particular deposit. The deposit number is given in relation to the number of deposits made by that particular department/unit/office in that particular year.

Step 4: Receipt and Storage of Records in the Storeroom

- The records should be received and accessioned into the records storeroom in the Documentation Centre/Registry using the Records Storeroom Accessions Register below. This accessions register can be a loose form or a counter book which is divided into columns as below and should be both electronic and paper.
- The Accession number is a running number for the Documentation Centre starting at 001 (i.e. if there was no previous Accession Register) and running sequentially as deposits are received.
- On no account shall records which are loose, mixed up or unarranged be transferred into the records storeroom.
- The Records Transfer Form is to be compared with the contents. This shall be done while the depositor is still there.
- The depositor is given a copy of the Transfer Form which the depositor files in the department/unit/office's filing system, in the order/sequence of deposits made. Each depositor maintains a file of deposits made.
- In the records storeroom, the boxes are allocated storeroom accession numbers. The accession numbers are derived from the Records Storeroom Accessions Register which is kept in the records storeroom.
- The boxes are allocated shelf space and the shelf number allocated endorsed on the form.
- The shelf numbers are endorsed on the box.
- If records not in boxes are deposited, then as they are put on the shelves the shelf number is recorded on the top left hand corner of the file, in pencil
- The endorsing of the shelf number in pencil on the top right hand corner of the front cover of the file is meant to facilitate the correct return of the file to the particular shelf
- As specific records and boxes are retrieved and disposed of, shelf space vacancies which arise are filled by new deposits received.
- The records survey sheets are then endorsed to show the new box number as well as the new shelf location.
- A copy of the endorsed survey sheet is given to the depositing department/unit/office for its record.

- The endorsed survey sheets enable the owners of the records to find them whenever they need them so that there is no loss of control.
- Note that the above system should be both electronic and manual. The latter will include the signed copies for record purposes.
- Going forward, adhesive stickers as shown below may be used by Documentation Centres/Registries for sticking on boxes when they are received into the records storeroom of the Documentation Centre/Registry.

3.4 Conclusion

Decongestion is a vital aspect of records management as it provides an efficient and systematic process for curtailing the challenges experienced with the availability of appropriate storage for both current and semi-current records. Decongestion allows important organisational records to be properly stored and preserved so that they are available for reference whenever needed for decision making and it also allows space to be created in congested offices for storing current records.

4. Records/File Classification Quick Guide

This chapter provides a step by step guideline for developing a Functional Classification for MDA of the Government of Jamaica (GoJ). The chapter also provides the list of resources required for effectively preparing a Records Classification scheme for a MDA.

Records and Information Management Practitioners are required to develop functional Classification for the specific functions of the entity only and not the administrative functions (100 – 1200). The Jamaica Archives and Records Department has prepared a functional classification scheme for administrative functions which are to be used by MDAs. The JARD may be contacted at any time for clarification or assistance.

4.1 What is Records/File Classification?

Records classification is the systemic identification and arrangement of business and/or records into categories according to logically structured conventions, methods and procedural rules represented in a classification system (ISO, 2001, p. 2). The GoJ Records and Information Management (RIM) Policy required that all MDAs develop functional classification schemes for the records they create or receive in their operational function.

4.2 Purpose of Classification

Records classification constitutes the centre-piece of a RIM system, whether paper or electronic records. An institution-wide and predictable classification structure will considerably improve the rate at which information can be retrieved and shared. The following provides three critical purposes served:

- Classification schemes based on functions are more flexible than those based on administrative structure (Shepherd & Yeo, 2003, p. 74)
- Functions and activities are more stable than organisation structures (Australian Standard, 1996, clause 7.2)
- If a function of one department is moved to another department, no change is necessary when using function-based classification (Gunnlaugsdottir, 2012, pp. 118).

4.3 Steps in Designing Classification Scheme

There are a number of steps required to develop a Functional Classification scheme for a MDA. Fig. 4.1 provides a schematic process for doing so.

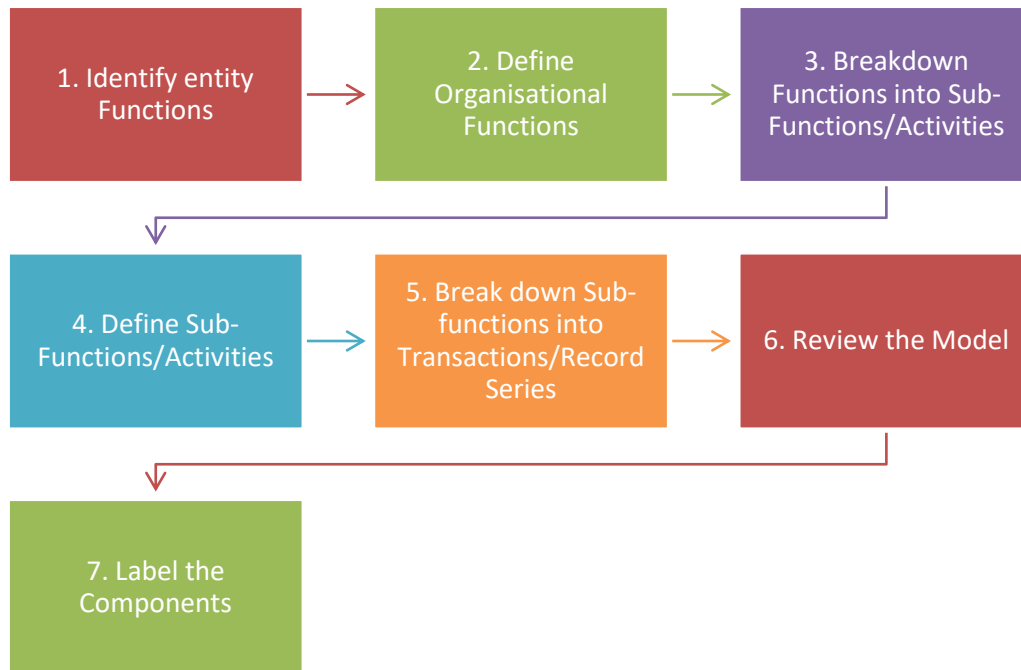


Figure 4.1: Process for preparing Functional Classification

Step 1: Identify Functions

- Functions are the major responsibilities undertaken by the organisation in fulfilling its purpose.
- Functions are distinct from the organisation's formal structure. The formal structure provides the operational framework within which the functions are performed.
- The functions of an organisation are logical entities and are described using transitive verbs such as making, selling or doing something.
- Functions cross department boundaries, and each division is multifunctional.
- Focus the analysis on functions, not on subject, departments or organisational structure.
- To identify functions, evaluate the organisation's statutory mandate, mission and vision and interview critical staff.

Box 4.1: Resources required for effecting preparing Classification

Human Resource:

1. Director of Documentation, Information and Access Services or Records Manager
2. JARD Officer
3. RIM Committee Members

Technical Resources:

1. Laptops
2. Printer
3. Organizational Chart
4. Functional Profile of each division/section
5. Entity Legislation (if any)
6. Organization vision and mission statement
7. Stationery: Pens, Pencils, Reams of Paper

Training Resources:

1. General Training

Step 2: Define Functions

- Develop the scope and boundaries for the functions identified.
- Identify what each function will involve.

Step 3: Breakdown Functions into Sub-functions/Activities

- Sub-functions are secondary responsibilities undertaken by the organisation as a result of a primary responsibility/function.
- Organisations have sub-functions, which can also be expected to continue without limits.
- Prioritise the functions and undertaking more detailed breakdown. Priority will depend on a number of factors, namely:
 - Resources
 - Management support
 - Adequacy of existing systems
- Initially, select functions and sub-functions that is carried out within a single business unit.
- Use resources such as through Standard Operating Procedures connected to functional areas, interview of key staff in functional areas, and evaluation of the organisational charts.

Step 4: Define Sub-Functions/ Activities

- Develop the scope and boundaries for sub-function
- Identify what each sub-function entails.

Step 5: Break down Sub-functions into Transactions/ Record Series

- Identify the processes/activities that make up each function and sub-function.
- Define the overall scope of each process/activity and not individual activities.
- Focus the analysis on processes, not on subject terms.
- Differentiate the management of a process from its operation.
- Check with selected staff in functional areas whether further breakdown is required.

Step 6: Review the Model

- The model should now be reviewed for consistency, and a clear and unambiguous name agreed for the components at each level.
- Functions and their components are described using transitive verbs. In practice it is often possible to invert the wording and replace the verb with an equivalent noun form as follows:
 - Managing Human Resources (Verb Form)
 - Human Resources Management (Noun Form)
- At function level, the verb or verbal noun can sometimes be omitted all together.
- At lower levels, the verb or verbal noun should always be present, e.g. ‘Recruiting Staff; Paying invoice’ however “Staff” and “Invoice” are not acceptable as they do not adequately describe the process.
- Submit to Records Committee for evaluation and feedback.

Step 7: Label the Components

- Assign numbers following the GoJ standard classification
- Example of number sequence:
 - 1300 Function 1
 - 1301 Sub-function 1
 - 1301/1 Series 1
 - 1301/1/1 Sub-series 1
 - 1301/1/2 Sub-series 2
 - 1301/1/3 Sub-series 3
 - 1301/2 Series 2
 - 1301/3 Series 3

- 1302 Sub-function 2
 - 1302/1 Series 1
 - 1302/1/1 Sub-series 1
 - 1302/1/2 Sub-series 2
 - 1302/1/3 Sub-series 3
 - 1302/2 Series 2
 - 1302/3 Series 3

- 1303 Sub-function 3
 - 1303/1 Series 1
 - 1303/1/1 Sub-series 1
 - 1303/1/2 Sub-series 2
 - 1303/1/3 Sub-series 3
 - 1303/2 Series 2
 - 1303/2/1 Sub-series 1
 - 1303/2/2 Sub-series 2
 - 1303/2/3 Sub-series 3

See appendix for Form 4A for a sample Common File Plan and Form 4B for a Records Finding Aid.

4.4 Conclusion

Classification is an essential tool as it provides standardization in filing of records according to the MDA functions and it assists the MDA's retrieval and sharing of records. As part of the RIM implementation exercise, a functional classification system was developed for the administrative functions which are to be used by MDAs. Classification systems in MDAs will rectify weaknesses in filing systems and this will strengthen systems that are established for appraisal and disposal of records.

5. Records Appraisal Quick Guide

This chapter provides a step by step guideline on how to conduct a Records Appraisal using the Functional Analysis and Macro-appraisal approach. The six steps outline the process of evaluating and identifying records of value or for disposition.

5.1 What is Records Appraisal?

Records appraisal is the process by which an organisation identifies its requirements for maintaining records (Shepherd & Yeo, 2003, p. 146). It is the process by which records disposition occur. Existing legislation governs the disposition of records and specifically directs that official records may not be disposed of without the approval of the Archives Advisory Committee. The RIM Policy reaffirms the practice of the Jamaica Archives and Records Department which embraces the concept of records appraisal at the macro level (i.e. at the series and sub-series levels). JARD has also adopted a two-step value based approach which assesses the primary and secondary values of records.

5.2 Purpose

The conduct of records appraisal in the Government of Jamaica serves varying purposes and must be aggressively practiced. The following bullets outline the purposes for undertaking records appraisal:

- Supports the identification and preservation of valuable records.
- Supports the destruction of obsolete records and ensure that only necessary records are retained.
- The records appraisal process provides a mechanism for assigning disposal/retention periods, and for carrying out the disposition.
- The retention/disposal decisions are reached by applying concrete records appraisal criteria which make it possible to make objective decisions.

5.3 Steps in Records Appraisal

The GoJ RIM Policy encourages and requires the use of Functional Analysis and Macro-appraisal Approach.

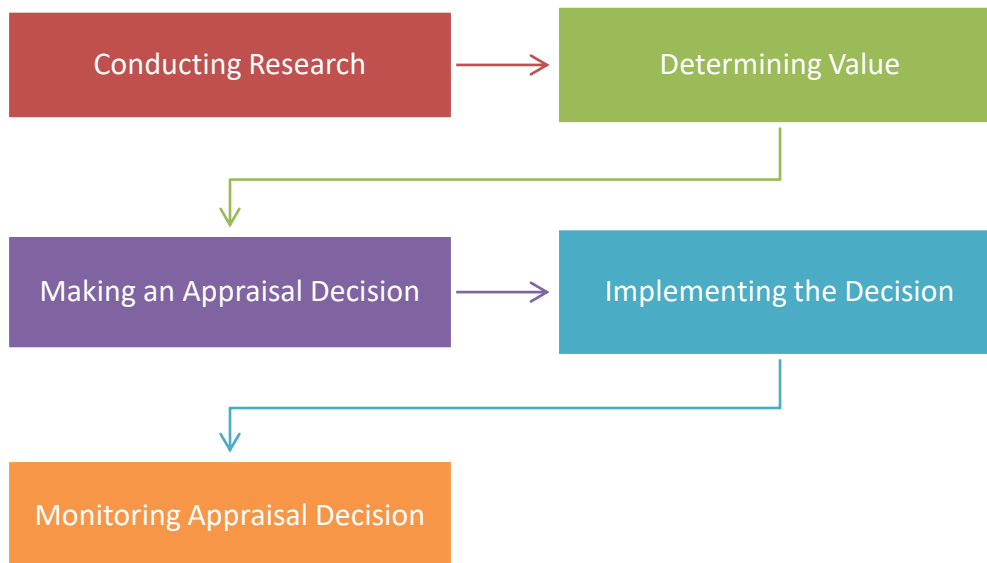


Fig. 5.1: Process for Conducting Record Appraisal

Step 1: Conducting Research

- Appraisal decision must be based on solid information and research not on intuition or arbitrary suppositions of retention needs
- The Appraisers research to determine the MDA’s given mandate and mission, the functions that it undertakes and the resultant records.
- The mandate of the organization can be found in the legal instruments that establish the institution including Acts of Parliament, Government Gazettes and other statutory instruments. It may also be articulated in policies and procedures documents; annual report and corporate plans.
- The appraiser should also conduct interviews and consultations with key staff who are able to provide valuable information and insight to validate the documentation as well as capture practices that may deviate from the laid down mandate.
- To establish the context of the functions and the records, review the mandate of the organization within the overall context of the Government of Jamaica by asking the following questions:
 - What is it that makes the organisation unique?
 - Does any other organisation perform similar functions?
 - Is the organisation dependent on another organisation to complete work on its mandate?
 - Does the organisation consult regularly with another entity in the fulfillment of its mandate?
 - Are there other organisations which have responsibility in relation to legislation for the organisation?
 - Are there any joint committees with other entities for the fulfilment of the mandate?

- The function-based classification scheme of MDA and its identified functions, activities and records series provide a vital input to the appraisal process. Further analysis of the functions is, however, undertaken at the point of records appraisal in order to provide the records appraisers with more detailed information about the functions and records to facilitate decision making. See Form 5A: Assessment of Functional Value and 5B: Function/Records Occurrence Analysis in the Appendix.

Step 2: Determining Value

- The appraiser uses the information from Step 1 to determine the value of the records throughout the record life cycle phases, active, semi-active and inactive to determine how long to retain the records. Form 5C in the appendix modified from Shepperd and Yeo (2003), assist MDAs in identifying the primary purposes and the core values sought when using a record for secondary purposes:
- Records are used for business purposes when they support administrative, regulation, public or professional service, economic activities or dealings between individuals and organisations.
- Records are used to support accountability when there is a need to prove that organisations or their staff have complied with legal and regulatory requirements or recognised best practices.
- Records are used for cultural purposes when they are used as a means of acquiring or augmenting an understanding of an organisation or of aspects of society or wider world.
- The appraiser should seek to gain an understanding of the administrative and operational procedures of the institution, relationships between the functions, activities, transactions and records series, a perspective of the entire documentation produced by the institution and on a scrutiny of the records series to determine their short- or long-term value.
- In assessing the value of the records to determine their retention for business, accountability and cultural purpose, the appraisal team may ask questions such as:
 - Why and how does the record creator use the records?
 - How long does the record creator need the records in order to conduct business?
 - What legal requirements must the record creator meet with regards to the protection or use of the records?
 - Might the records be needed for audit, quality control or other evaluation purposes: If so, for how long might such needs continue?

Step 3: Making an Appraisal Decision

- The information from the appraisal form should be extracted from the Retention and Disposal Schedule (See appendix for Form 5D: Retention Schedule (Sample). Avoid the "every conceivable contingency syndrome" - a records retention programme cannot and should not be designed to accommodate every conceivable need for information at any future time, however remote the probability might be. Virtually every piece of paper generated in an organisation has some future use for someone, somewhere. The reality, however, is that it is

not possible to preserve everything and therefore tough disposal/retention decisions must be made.

- Information should be retained if there is a reasonable probability that it will be needed at some future time to support some legitimate legal or business objectives and the consequences of its absence would be substantial.
- Records retention policies should generally be conservative in the sense that they do not expose the organisation to an inordinate degree of risk. If the only benefit of a short retention period is a saving in space, a substantial degree of risk is usually not justified to attain this reward.
- Those involved in records appraisal must be mindful of the fact that the presence or absence of information can be either helpful or harmful to the institution depending on the specific legal or business contingencies that may arise at any time in the life of the institution. It is difficult to predict the occurrence of these contingencies with any certainty. The best way to minimize the risks associated with records retention is to provide for their systematic disposal immediately after the expiration of their value for legal and business purposes.
- A retention period is most likely to be valid if it is based on a professional consensus of the opinions of persons most knowledgeable about the value of the information and the costs, risks and benefits of its disposal after varying periods of time. The request for Disposition by the Archives Advisory Committee is to be submitted to JARD in the prescribed Form (See appendix for Form 5E).

Step 4: Implementing the Decision

- Disposal decisions should be carried out for series of records, not for individual folders or files
- Implementation involves two actions: destroying unwanted records and preserving valuable records.
- If records have no long-term enduring value, then they may be destroyed at the end of their life.
- For paper destruction can mean shredding, burning or otherwise obliterating the records medium.
- For electronic records, destruction can be much more complex, and consultation with IT is critical.
- If records are appraised as having long-term enduring value, then the records will be transferred to the chosen archival facility, whether JARD or a permanent storage facility within the organization.

Step 5: Monitoring Appraisal Decision

- Appraised records should be monitored for any unexpected changes in business processes and use of generated records by action.

5.4 Conclusion

Appraisal is the process of determining the archival value and ultimate disposition of records. Appraisal makes it possible to dispose of records promptly when their continuing utility for legal, administrative and fiscal purposes has expired, whether that disposal is by disposition, transfer to the records centre for temporary storage or transfer to the archives for historic and archival preservation.

Appendices

FORM 2A: Paper Records Survey Form

MDA				Office Number:					
Dept/Section				Name of Survey Officer					
Name of Office				Date of Survey					
FILE/RECORD DETAILS									
Location	File Type	File Ref. No.	File Title/Records Description	Covering Dates		Control No.	Transfer/Disposition Details		
				From	To		New Ref. No/Date Disposed	Box. No/Authorised by	Shelf No / Signature Disposer

Figure 2.2: Specimen Survey Form for Paper Files

FORM 2B: Electronic Records Survey Form

PART A: RECORDS SURVEY DETAILS			
A1. Name of Surveying Officer/s			
A2. Date of Records Survey			
PART B: DEPARTMENT/SECTION/OFFICE DETAILS			
B1. Department/Section/Office			
B2. Name of the Office/Officer			
PART C: ICT EQUIPMENT			
C1. Hardware & Software	Computer Type (eg Desktop, Laptop)		
	Software		
C2. Is the computer/s linked to a network?		Yes:	No:
C3. Is there Internet connectivity?		Yes:	No:
C4. Do you have an official iPad?		Yes:	No:
PART D: ELECTRONIC RECORDS MANAGEMENT PRACTICES			
D1. What is the computer mostly used for?			
D2. How many folders and individual documents are on the desktop		No. of folders:	No. of documents:
D3. Is the Directory/Folder system used?		Yes:	No:
D4. Are the folders & sub-folders numbered?		Yes:	No:
D5. How does the Officer control/identify document versions			
D6. What criteria does the Officer use when deleting documents			
D7. What information does the officer deposit on the network/Shared Drive?			
D8. What information is created and kept on the "C" Drive" which is not on the Shared Drive?			

D9. Does the Officer do any back-up for the information on the “C” Drive	Yes:	No:	
D10. Does the Officer store any records on secondary storage media? If yes, what types and quantities of this media are in the office?	Compact Disks	USBs	Other (specify)
D11. Is the secondary storage media labeled or numbered for identification purposes?	Yes:	No:	
D12. Are there any written procedures for handling electronic records?	Yes:	No:	
D13. Does the Officer have any emails which are older than 1 year			
D14. If yes, where are they stored?			
PART E: FUTURE ICT USE			
E1. What specific plans does the Officer have for expanding their use of ICT in the future?			
E2. What is the Officer’s wish list for further ICT resources, tools or support?			
E3. Are there any further comments the Officer wishes to make on their ICT use or needs?			

Signature of Records Survey Officer: _____ Date: _____

FORM 3A: Internal MDA Records Transfer Form

INTERNAL MDA RECORDS TRANSFER FORM					Deposit No.		
Division/Department/Unit/Office:					Page No.		
Box/Bundle No.	Description of Records	Covering Dates		Destroy/ Transfer Date	For Records Storeroom Use		
		From	To		Box No.	Location No.	Date Destroyed/ Transferred to RC
Records Deposited by:		Records Received by(Name)					
Signature:		Signature:					
Date:		Date:					

Notes:

1. **Deposit No.** Number each deposit made by your unit/office starting from No. 1 for that particular year, e.g 1/2016, 2/2016 etc
2. **Page No.** Number each page of that particular deposit from page 1
3. **Box/Bundle Number:** For each deposit, number the boxes or bundles from 1
4. **Destroy/Transfer date (5th column):** Refers to the date the records can be destroyed according to the MDA Records Retention Schedule or the date for transfer to the JARD Records Centre.
5. In the storeroom, the boxes are given unique and unrepeatable storeroom box numbers taken from the Storeroom Register.

FORM 3B: MDA RECORDS STOREROOM ACCESSIONS REGISTER

Records Storeroom I/D		Date Deposited	Deposit Details		
Accession No.	Location		Depositing Unit/Office	Deposit No.	Previous Box No.



GOVERNMENT OF JAMAICA

Common File Plan



Activities Level 3 Series	Sub-series/Files	Sub-Sub series/Files	Titles/Descriptions	Scope Notes
100			Corporate and Strategic Management	
101 Formulation of Business Strategies			Includes the process of developing detailed plans (such as business plans, corporate plans, operational plans) to achieve the MDA's organisational goals and objectives taking into account the organisation's resources, structures, functions and operating environment. Also includes the process of defining the organisation's strategy or direction, setting goals, determining actions to achieve the goals, mobilising and allocating resources to achieve the strategy, implementation planning, and monitoring and evaluation of the corporate and strategic plans.	
101 Formulation of Business Strategies			Development of detailed plans such as business plans, corporate plans, operational planning. Identify strategic direction. Includes disaster plans, vital records programme, succession plans. Excludes risk management in the areas of events planning and project management. Mobilising and allocating resources	
101/1			Strategic Analysis	Includes research – surveys, desk reviews, interviews – and reports; internal and external assessments
101/2			Strategy Formulation	Includes identification of focal points/priority areas, defining business model, management meetings,
101/3			Strategic Planning	Includes strategic business plans, mission, vision, core values, strategic objectives, alignment with government priorities, business continuity planning, memorandum from senior management, project charter, tools and templates, data collection instruments literature, planning committee meeting minutes, and work schedule
102 Implementation of Business Strategies			Monitoring and evaluation of the corporate and strategic plans.	
102/1			Budgeting	This is the financial planning undertaken. Includes annual and forecasted budgets.
102/2			Operational Planning	
102/3			Unit/Departmental Planning	
102/4			Sensitisation and Training	(could be executed at the department level/corporate level)
103 Monitoring, Evaluation and Learning			Monitoring and evaluation of the corporate and strategic plans.	
103/1			Performance Reporting	(monthly, quarterly, annually)
103/2			Evaluations	Includes the different types of evaluations: ex-ante (evaluation done to identify baseline information), mid-point, ex-post (evaluations at the end of the project)
103/3			Monitoring and Evaluation Reporting	

FORM 5A: Assessment of Functional Value Form

RECORDS APPRAISAL FORM					
PART A FUNCTION IDENTITY					
Function	300 - Finance and Accounts				
Sub-Function	303 – Financial Transactions Mgt				
Records Series	303/2 - Accounts payable				
Records Sub-Series	303/2/3 Petty Cash				
Scope Notes	Purchasing miscellaneous items for use by the organisation. Reimbursement for purchasing of minor items				
PART B: ASSESSMENT OF FUNCTIONAL VALUES:					
Do records created by the function have short and/or long-term value			Shorter and Long Term		
PART C: ASSESSMENT OF PRIMARY VALUES					
What is the primary purpose of the records generated by the function/sub-function (activity)?		Business, Accountability			
For how long would these records be needed in the organisation?		Current financial period			
What is earliest point at which the records can be disposed of without secondary considerations?		End of the financial year			
Do the records have any financial value? If yes, for how long?		Yes, 3 years			
Do the records have any legal value? If yes, for how long?		Yes, 3 years			
Is the disposal of the records bound by any legislation and regulations? State the requirement?		Yes, FAA Act			
PART D ASSESSMENT OF SECONDARY VALUES					
<i>Are there any secondary considerations that should be given before the records can be destroyed?</i>					
Secondary Considerations			Period for which records should be retained		
Evidential for auditing purposes			2 years		
Information			2 years		
Do the records created by this function contain any of the following information on or about the institution?					
Type of Information	Yes	No	Type of Information	Yes	No
Origins or history		X	Precedents	X	
Functions		X	Contracts		X
Structure of organisation		X	Assets		X
Policies		X	Important events in the Institution		X
Strategic decisions		X	Procedures		X
Other (Specify)			Other (Specify)		

FORM 5B: Function/Records Occurrence Analysis Sheet

(To determine where else in the MDAs similar/related records are found)

Function	Sub –Function/ Activity	Records Series/ Transactions	Records Summary	Dept/Unit with Primary Responsibility	Records Occurrence in other Divisions, Sections, Units (Indicate actual names)				
					Dept 1	Dept 2	Dept 3	Dept 4	Etc »»
300 Finance and Accounts	301 - Establishment and Admin. Of Acc. Guidelines	301/1 - Internals Control	Records here include policies, procedures, guidelines.	Finance Management					
		301/2 - Registration of Authorised Signatories	Documentation supporting the authorization of signatories.	Finance Management	Corporate and Strategic Planning	-	-	-	
	302 – Budgeting and Forecast Mgt	302/1 - Budget Call	Records here includes internal budget calls request for quotations, inflow of cash	Finance Management					
		302/2 - Capital and Recurrent Expenditure							
		302/3 - Revenues							

FORM 5C: Value Sheet

Function: Sub-function: Series: Sub-series		Purpose of Use				
		Business	Accountability	Cultural		
		Value Sought	Evidence			
			Information			
Artefact/object						

FORM 5D: Retention Schedule (Sample)

Item #	Records Series Classification	Name of Functional Area	Series Description & Inclusive Date	Extent of Records (cu.ft.)	Total Retention Period	Retention Period			Records Status			Format/Media		Disposal Action/ Destruction Method	Review Date	Justification for Retention Period
						Active	Inhouse Inactive	Records Centre (offsite)	T	V	P	E	P			
100	Corporate Management	Corporate and Strategic Management														
101	Formulation of Business Strategies	Corporate and Strategic Management														
101/1	Strategic Analysis	Corporate and Strategic Management	Includes research, interviews, and reports from internal and external assessments (2018-2020)	5	2 years	1 year	1year	No	/			/	/	Destroy / Shred	2019	Records are generated annually, does not have any legal or fiscal value. They are only used as reference for informational, business and accountability.
101/2	Strategy Formulation	Corporate and Strategic Management	Includes identification of focal points/priority areas, defining business model, management meetings (2015-2019)	10	2 years	1 year	1year	No	/			/	/	Destroy / Shred	2018	Records are generated annually, does not have any legal or fiscal value. They are only used as reference for informational, business and accountability.

Key: Records Status: P - Permanent T - Temporary V - Vital
 Format/Media: E - Electronic P - Paper

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