



## Adequate Records Management - Resourcing

### Outcome 2: Records management is resourced

*Agencies must employ skilled and experienced records management staff, allocate appropriate budgets and infrastructure and ensure that staff are provided with records management training appropriate to their responsibilities.*

Sufficient allocation of resources is a vital component of a comprehensive records management program. Resources include budgets and infrastructure as well as appropriately skilled records management practitioners and staff, who have been provided with training at a level commensurate with their responsibilities.

Agencies must begin with an understanding of the resources required to support their records management programs. Documenting those requirements and gaining buy-in from senior management are the next logical steps to achieving adequacy in relation to this outcome. Agencies achieving best practice in this area will be anticipating future resourcing requirements and planning for them accordingly.

### How can my agency meet the requirements of Outcome 2?

There are three key elements of resourcing that agencies need to address in order to achieve adequacy in relation to Outcome 2 of the *Adequate Records Management (ARM) Standard*:

**Budgeting.** Agencies need to allocate sufficient budgets to support adequate records management programs. This requires the input of records management practitioners who understand the budgetary requirements, and support from senior management. Appropriate budgeting will take in to account current needs and anticipate those likely to arise in the future.

**Infrastructure.** Sufficient budgeting should enable the establishment and ongoing maintenance of the infrastructure necessary to support the records management program. This is likely to include office space, physical storage space and recordkeeping/business systems that manage physical and electronic records in line with government policy.

**People.** Agencies should analyse and document their staffing requirements in relation to records management, to cover skills, numbers of staff and classifications. Agencies should use these analyses to employ appropriately experienced and skilled records management practitioners. Staff with records management responsibilities should be provided with ongoing training consistent with their responsibilities.

### What are the benefits of adequately resourcing records management?

Adequate resourcing for records management provides the following benefits:

- sustainable records management programs that are financially equipped to respond to changes in technology and increases in demand
- recordkeeping/business systems that manage electronic and hard copy records in a manner that enables staff to work efficiently and effectively
- appropriately trained and experienced staff, who possess the skills to deliver adequate records management programs for their agencies and add value to business service delivery

- savings in the cost of ongoing records storage, through comprehensive and well managed disposal programs
- higher retention rates for appropriately remunerated records management staff
- essential infrastructure such as systems, office accommodation, ICT equipment and services, and physical storage and server space that can accommodate growth in agency records.

## **How do agencies plan sufficient records management budgets?**

When agencies undertake annual business planning they should include planned records management activities and budget for them accordingly. This will include the costs associated with elements of the disposal program such as backlog sentencing and the use of consultants, the development and delivery of training, and consumables such as file covers. Budgeting should also take in to account fixed and ongoing costs associated with onsite and offsite storage of records, system maintenance and upgrades and accommodation maintenance. Senior management buy-in to records management budgeting should be sought.

## **How do agencies determine infrastructure requirements?**

Recordkeeping/business systems that manage agencies' records in line with government policy are a key part of the infrastructure required to support an adequate records management program. Agencies should analyse and understand their business and associated recordkeeping requirements, and then implement recordkeeping/business systems that suit those needs. State Records has produced the *Adequate Records Management Implementation Plan Guideline* that details a methodology agencies may use to implement adequate records management programs, including recordkeeping systems.

Agencies should also consider the physical and server space required to house hard copy and electronic records, both on and offsite. Anticipating and planning for growth in records will allow agencies to determine future storage requirements. Information on likely expansions in records may be found in the results of annual Records Holding Surveys that State Records requires agencies to complete.

## **How do agencies determine staffing requirements?**

State Records has developed the *Adequate Records Management Resourcing Guideline and Toolkit* to assist agencies to establish resourcing requirements for staff numbers and training, suitable structures, and roles.

## **How should agencies address records management training?**

State Records recommends that agencies develop training plans for staff whose prime responsibilities include records management. Other staff should be provided with records management training and awareness appropriate to their responsibilities.

A records management training plan may include the following:

- the competencies to be obtained
- the time-frame for achieving the competencies
- the training course to be undertaken
- the delivery modes to be employed
- who is to be responsible for the delivery and/or assessment of each competency
- assessment details and arrangements
- the name of any qualification to be gained.

Training plans should be monitored, reviewed and updated regularly, and can be included as part of regular performance development reviews.

A variety of methods for training delivery are available, and agencies should adopt the methods best suited to their needs. For example, senior managers may not have the time to attend courses, but could benefit from briefing sessions built in to regular senior management team meetings. Agencies could also consider utilising employee induction programs, articles or briefings within employee newsletters and e-learning, or intranet based courses, to deliver records management training.

## **Does State Records provide records management training?**

State Records provides records management training for agencies in a number of areas including classification and titling, disposal and disaster preparedness. State Records also offers general awareness training in records management which can be delivered onsite and tailored to specific agency needs. For further information please contact the training team via email at [srsaTrainingEnquiries@sa.gov.au](mailto:srsaTrainingEnquiries@sa.gov.au).

## **Further information**

*Adequate Records Management Standard*, State Records of South Australia

State Records has produced a number of other Standards, Guidelines and Recordkeeping Information Sheets relevant to resourcing aspects of records management. Please refer to the State Records website.

## **Version control**

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