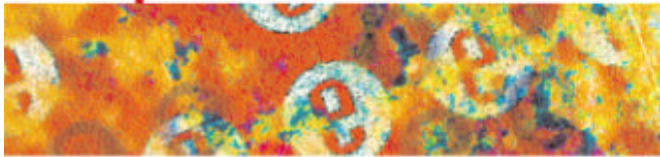




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DIRKS – A Strategic Approach  
to Managing Business Information

# STEP E – STRATEGIES FOR RECORDKEEPING

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## E.1 WHAT ARE RECORDKEEPING STRATEGIES?

The purpose of Step E is to determine the most appropriate policies, practices, standards, tools and other tactics that your organisation should adopt to remedy weaknesses identified in Step D and ensure that they meet recordkeeping requirements identified in Step C. The choice of strategies must consider the nature of your organisation, the type of business activities it carries out, its supporting technological environment, the prevailing corporate culture and any external sociopolitical constraints. Selection will also be influenced by the potential of each strategy to achieve its desired result and the risk to your organisation if the approach fails.

Strategies may include adopting policies and procedures, developing or adopting standards, designing new system components or implementing systems and practices in a way that satisfies your organisation's recordkeeping requirements.

To complete Step E you need to:

- [investigate](#) the broad range of tactics available to satisfy recordkeeping requirements (Section E.4.1);
- [identify](#) appropriate tactics to satisfy your organisation's recordkeeping requirements (Section E.4.2);
- [assess](#) factors that may support or inhibit the adoption of these tactics within your organisation (eg corporate culture, existing business systems and technological environment, risks in failing to satisfy specific requirements) (Section E.4.3); and
- [adopt](#) an overall design strategy to bring the tactics to fruition (Section E.4.5).

## E.2 BENEFITS OF IDENTIFYING RECORDKEEPING STRATEGIES

Chief executive officers, senior managers, information professionals and employees make choices every day that determine whether their organisation creates and retains evidence of its business activities.

Unfortunately, many of these choices are made on an ad hoc basis without an adequate understanding of the organisation's recordkeeping requirements, an assessment of the risks of failing to meet such requirements or an appreciation of the most appropriate methods for obtaining organisational compliance.

By completing this step you will have a planned, systematic and appropriate approach to the creation, capture, maintenance, use and preservation of records that will:

- provide the basis for good recordkeeping practices throughout your organisation;

- assist with the design or redesign of your organisation’s recordkeeping and information systems; and
- contribute or respond to related organisational needs (eg business re-engineering).

Products of this step include:

- a documented range of tactics that satisfy your organisation’s recordkeeping requirements and meet organisational constraints; and
- a report for senior management recommending an overall strategy to improve recordkeeping.

### **E.3 RESOURCES AND PREREQUISITES**

It is not possible to choose effective recordkeeping strategies without a thorough understanding of your organisation. Therefore, you should complete Steps A to D before starting this step.

In order to identify appropriate strategies you will need:

- knowledge of your organisation’s existing business information systems and technological environment (Step D);
- knowledge of your organisation’s corporate culture (Step A);
- documentation outlining your organisation’s prioritised requirements (Step C);
- personnel with strategic planning skills and understanding of risk and feasibility issues; and
- personnel with an understanding of corporate governance (eg legal and audit specialists).

### **E.4 IDENTIFYING STRATEGIES FOR RECORDKEEPING**

The strategies that you adopt to satisfy your organisation’s recordkeeping requirements will depend on a range of organisational constraints. These constraints are determined by internal factors (such as the corporate culture, existing technological environment and financial resources) and the broader sociopolitical environment.

#### **E.4.1 Investigate the range of strategies available**

There are four broad approaches that can help an organisation satisfy its recordkeeping requirements. These are:

- policy tactics (that is, principles, statements, instructions and other corporate instruments of authority);
- design-based tactics (that is, definition and specification of system functionality and the development or selection of technological solutions);

- implementation-specific tactics (that is, practical user-oriented solutions); and
- standards development and compliance tactics (such as media standards for document storage, application standards to facilitate the exchange of information and other data, and standards that establish intellectual control over records). [1]

Such tactics may be applied separately or in combination to meet your organisation's requirements. Further information about each of these approaches is provided below.

#### E.4.1.1 Policy tactics

Policy tactics involve establishing and promulgating principles that influence recordkeeping behaviour within the organisation. Such business rules may be set out in corporate policies, instructions, directives or other instruments.

For example, a corporate policy may stipulate that employees must *create* records of any business conducted using electronic information systems and that the records must be *captured* into an electronic or paper-based records system so that they are managed as records. Policy tactics generally require employees to be conscious of the recordkeeping practices associated with the business information systems they use on a daily basis. Successful use of policy tactics is likely to be dependent on the design capabilities of the existing systems, training and monitoring. In many corporate cultures, policy tactics alone will not provide adequate assurance that records will be created and managed appropriately.

The following list provides examples of the principles, statements and instructions that may be included in policy documents and other instruments of authority.

- Provide a definition of a record (that is, as evidence of a business activity regardless of the format).
- State that all records are a corporate asset and, as such, do not belong to individual employees.
- State that electronic messages are records and, as such, need to be captured and maintained within recordkeeping systems.
- State that all policies apply to both paper and electronic records.
- State that records must not be altered once they have been created or received in the transaction of business.
- Assign responsibility to individual employees regarding the creation and management of records.
- Assign responsibility for the capture of 'record' copies (eg the head office policy section is responsible for capturing the formal record of a policy that is distributed throughout the organisation).

- Instruct employees to document business transactions, including telephone discussions, meetings, oral conversations, decisions, recommendations, drafts and versions.
- Instruct employees to save electronic records into shared directory folders instead of personal files.
- Require records to be captured into files or electronic containers that are classified according to the business classification scheme or titling thesaurus.
- Prohibit the rearrangement of papers on files or the removal of papers from files for any reason, unless the location of the removed folio is clearly indicated.
- Require that all papers attached to files be folio numbered.
- State that records may only be used and maintained by authorised users.
- Prohibit staff from disclosing the contents of records without authorisation
- Prohibit employees from destroying records unless such action is authorised by approved disposal procedures.
- Require employees to capture the content, context and structure of records to ensure that the record can act as evidence.

#### **E.4.1.2 Design tactics**

Design tactics apply primarily to the technical components of recordkeeping systems. Such tactics make recordkeeping less obvious or intrusive to employees by rendering it a routine, if not automatic, part of doing business using the systems and technology available. An employee's direct involvement in recordkeeping tasks is thereby removed or reduced.

For example, an organisation may design a graphical user interface based on its business activities rather than software applications and documents so that when an employee selects the activity they are undertaking, the necessary applications are launched and resulting records are automatically tagged with information applicable to that activity. [\[2\]](#)

Design tactics require recordkeeping professionals to collaborate with IT specialists to specify what in-house business applications and work flow systems need to do to support recordkeeping (that is, their recordkeeping functionality). Archivists and records managers must be prepared to provide input into the design or redesign process to ensure that records are created and captured in the course of using those systems for business activity. They do not, however, need to be experts in technical design matters.

Most organisations purchase common commercially available software. In this situation, design tactics can be employed to build recordkeeping functionality around and between such applications. Design tactics can also

be used to customise software, where possible. Recordkeeping requirements should also be regularly communicated to software vendors in order to influence the development of their products. The following list provides examples of functional specifications that may be incorporated into a system design or considered when purchasing off-the-shelf applications.

- Design recordkeeping applications that automatically capture as much metadata as possible.
- Design user interface of applications so that users are prompted to add recordkeeping metadata to a document when they want to save it.
- Require users to supply information in a pop-up records profile template in order to complete an electronic business transaction.
- Require users to add a file number (or other classifying data) to an electronic message before the message can be sent.
- Prohibit users from completing an electronic business transaction until registration details are completed.
- Define the metadata that needs to be captured during business transactions to describe the content, context and structure of records in both paper and electronic recordkeeping systems.
- Design templates to capture necessary metadata elements during business transactions.
- Incorporate fields for the file number and/or classification in office templates.
- Automatically save records of specific electronic communications to a corporate data store.
- Establish shared directories and folders, and file and document naming conventions in computerised office environments.
- Incorporate the automatic generation and capture of records in work flow systems.
- Develop software to automatically capture electronic messages when they are communicated.
- Prescribe 'read-only' access to electronic records retrieved from a corporate data store.
- Prevent the deletion of records without authorisation.
- Maintain a history of authorised system users.
- Ensure that appropriate access is allowed to 'normal' users and prevent access by unauthorised users.
- Capture attempts to access sensitive records.
- Use audit trails.

- Manage records according to metadata attached or linked to them.
- Identify records of continuing value by use of metadata elements.
- Link disposal decisions to records to assist data storage and migration.
- Select electronic mail systems that facilitate and support electronic recordkeeping.
- Use records management software capable of managing virtual files.

#### **E.4.1.3 Implementation tactics**

Recordkeeping requirements can be satisfied by the way that policies and systems are implemented in the workplace. Implementation tactics can range from the physical configuration of software and hardware to the establishment of procedures and practices that support policies and system designs. Implementation tactics may be intrusive (that is, they require employees to consciously undertake recordkeeping tasks) or invisible (that is, recordkeeping occurs as part of routine business activity).

One powerful implementation tactic is training. Except for the most highly automated tasks, recordkeeping will require some decision-making on the part of action officers. Ongoing training is important so that action officers know what records are, why they are important, what recordkeeping requirements apply to their work and how to create records in compliance with the organisation's systems and policies.

The following list provides examples of practical steps that support and complement the introduction of policy, systems design and adoption of technical standards.

- Develop corporate procedures for the capture and management of electronic mail.
- Produce guidelines to facilitate user access to recordkeeping systems.
- Provide organisation-wide recordkeeping training.
- Build recordkeeping responsibility into job profiles, statements of duties, business rules, procedures and guidelines.
- Provide folio numbering sheets for all paper-based files.
- Require employees to complete a 'request for file' form before gaining access to files and maintain this information in the organisation's records management system.
- Lock records storage areas (eg room, compactus, safe) to ensure only authorised access to paper-based records.
- Assign access permissions to ensure records are appropriately protected and secure.
- Remove hard and floppy drives from personal computers so that records cannot be saved outside the corporate records store.

- Utilise features of off-the-shelf applications that support recordkeeping.
- Ensure that organisations-wide data management practices are carried out.
- Ensure that information of use to recordkeeping is placed in a prominent position in a file or in identified metadata fields. For example, clearly identify the date of birth on a personal history record or indicate whether a case is ‘approved’ or ‘not approved’, and so on, where a disposal outcome is dependant on this.

#### E.4.1.4 Standards tactics

Standards tactics include using technical standards relating to specific components of systems and ‘best practice’ standards relating to other aspects of business. When developing a recordkeeping system it is useful to put in place a set of standards, relating to different components of the system, and with which those components are expected to comply. Standards relating to operations or core functions are often already entrenched in existing organisation systems and processes in the form of business rules.

At one level, the adoption or development of standards provides a means by which system, user and organisation recordkeeping performance can be measured. At another level, it assists in the development of a records system with the following desirable characteristics:

- ability to inter-operate with external systems (eg departmental systems, systems of other organisations in the same or different jurisdictions);
- maintainability;
- portability;
- modularity (minimal disruption to other components of a system when a change is made to one particular component); and
- extensibility.

Different standards will relate to different aspects of the system. Examples of different aspects that could be governed by standards include:

- technical system and communication protocols;
- [recordkeeping metadata](#);
- [resource discovery metadata](#);
- computer, personnel and/or physical security;
- documentation;
- training development and delivery;

- record formats; and
- [record storage](#).

You may choose to adopt existing external standards, such as those issued by the [International Organization for Standardization \(ISO\)](#) or [Standards Australia](#), or develop in-house standards at the organisational or portfolio level. There are also a number of whole-of-government standards relating to recordkeeping and information management in the Commonwealth jurisdiction. The use of archival quality paper in the creation of records is an example of a traditional standards tactic. (See the National Archives advice on a [certification trademark](#) for archival quality paper products.) The proposed use of XML (extensible markup language) to encode records in the Victorian government's [Electronic Records Strategy](#) is an example of a standards tactic applicable to the electronic environment.

As with design tactics, standards can provide 'behind-the-scenes' support by not involving users directly in recordkeeping tasks.

Technical standards may be used to:

- create or capture records and associated metadata directly in standard formats;
- convert electronic records and metadata into standard formats;
- ensure inter-operability between disparate systems;
- comply with recordkeeping and resource discovery metadata standards;
- store electronic records in established media;
- utilise standards that enable databases to exchange data with other databases; and
- ensure the security of classified records, such as compliance with the Defence Signals Directorate (Australian Communications – Electronic Security Instruction (ACSI) 33) for electronic records and Protective Security Manual for paper records.

Best practice standards may be used to:

- ensure consistency through the organisation;
- give greater authority to policy tactics;
- provide a benchmark for performance;
- protect the organisation against adverse findings by scrutineers (audit, legal, ombudsman, Parliamentary enquiry, etc); and
- assist with compliance in other areas (for example, quality records will assist ISO 9000 certification).

## E.4.2 Identify appropriate tactics

Each of the strategic approaches – policy, design, implementation and standards – has a variety of uses and can be used to address different gaps or weaknesses. Potential uses of each approach are outlined below.

### E.4.2.1 Policy tactics

Policy is a useful strategy if you want to:

- emphasise corporate ownership of records;
- establish an official position on the making and keeping of records;
- establish a framework for consistent and accountable recordkeeping practices;
- demonstrate how recordkeeping fits within information management and corporate programs; and
- formally acknowledge the authoritative basis for the corporate records manager and other employees to exercise their powers with respect to corporate records.

Policy should be supported by other tactics when:

- a recordkeeping requirement must be satisfied;
- there is likely to be resistance to the policy; or
- it introduces significant new employee responsibilities.

Policy and implementation tactics will usually work in combination. Policy statements often need to be supported by extensive training and education together with the introduction of written procedures and guidelines to ensure that employees are well informed about their recordkeeping responsibilities.

Policy tactics must be sufficiently flexible to accommodate changes in organisational systems and the technological environment. To ensure continuity, policy statements should not be tied to any specific implementation of systems or technology.

International Standard ISO 15489, *Records Management* recommends that organisations adopt a recordkeeping policy that ensures that business activity is adequately documented through the making and capturing of records. [3] It states that organisations ‘should establish, document, maintain and promulgate policies, procedures and practices for records management to ensure that its business need for evidence, accountability and information about its activities is met’. [4]

Organisations seeking to comply with international quality management standards need to be aware that the production of policy documentation is a requirement for certification. The current ISO 9000 family of standards outlines a range of factors that should be taken into consideration (particularly ISO 9000: *Quality Management Systems – Fundamentals and*

*Vocabulary, ISO: ISO 9001: Quality Management Systems – Requirements, and ISO 9004: Quality Management Systems – Guidance for Performance Improvement).*

#### **E.4.2.2 Design tactics**

Design is a useful strategy when:

- it is critical that recordkeeping requirements are satisfied;
- users do not need to be aware of recordkeeping functionality;
- existing business information systems can be modified to capture this information at a lower cost than development of another capture mechanism;
- new business information systems are being developed;
- business information systems are being redesigned; or
- business processes are being re-engineered.

Design tactics are normally accompanied by implementation tactics to ensure that implemented systems function according to their design specifications.

#### **E.4.2.3 Implementation tactics**

Implementation will usually form a strategic component that complements policy, design or standards tactics. Implementation strategies are particularly useful when:

- existing systems have appropriate functionality but are not being used properly;
- there is user resistance to change; or
- design of new, or redesign of existing, systems is not cost effective.

It is also a useful change management tool.

#### **E.4.2.4 Standards tactics**

Standards are a useful strategy to:

- support the design or redesign of new or existing systems;
- manage software and hardware dependencies;
- ensure system inter-operability; and
- foster the creation of electronic records that will be useable, understandable and available over time.

The use of open systems architecture and non-proprietary information technology standards is a particularly important aspect of maintaining electronic records for long-term access. It is anticipated that such standards will reduce the complexity and cost of migrating records and applications software from legacy information systems to new ones. Therefore, it is

strongly recommended that organisations consider standards requirements when developing tactics for the storage and preservation of records of enduring value. Such standards are ‘neither a panacea nor a one time fix’, since they reflect current technology. Therefore, organisations must diligently monitor their chosen hardware and software to ensure that they continue to conform to non-proprietary standards that support application connectivity and document portability. [5]

Best practice standards such as ISO 15489 on records management, the ISO 9000 series on quality management and metadata standards can be used to support other tactics.

### **E.4.3 Assess factors that support or inhibit tactics**

The success of various tactics will depend on a number of factors, including the:

- types of activities and transactions that should be documented;
- organisation’s corporate culture;
- organisation’s systems and technological environment; and
- risk of failing to document particular activities.

You would have given some consideration to these issues when identifying organisational constraints in earlier steps of the DIRKS process (notably Steps A, C and D). It is important that you continue to assess the influence of these internal factors when making strategic decisions during this step.

#### **E.4.3.1 Types of activities and transactions**

Certain strategies are likely to work better for certain types of activities and transactions. For example, design strategies are most suited to simple, structured, routine activities. More complex activities will usually require a combination of strategies.

#### **E.4.3.2 Corporate culture**

The corporate culture of your organisation may be the most important factor when identifying strategies to satisfy recordkeeping requirements. It is important to select tactics that conform with or take advantage of the prevailing corporate culture rather than imposing a pre-ordained framework on your organisation.

At an enterprise-wide level, some organisations will readily adopt certain tactics while others will resist similar measures. For example, an organisation that displays a culture in which recordkeeping is taken seriously and staff understand their recordkeeping responsibilities, is likely to embrace policy and implementation tactics. An organisation that is enthusiastic about information technology may be particularly receptive to design solutions involving the capture and maintenance of electronic records compared with an organisation that is a relative newcomer to the ‘information age’. While an organisation with a high degree of risk sensitivity, an aversion to change,

and fear of losing control over its records may willingly adopt information systems that meet recordkeeping requirements.

Within the organisation the behaviour of individuals and work groups, and their differing perceptions of recordkeeping, may demand a variety of tactics. Step A – [Preliminary investigation](#) recommends undertaking an analysis of organisational culture to determine employee perceptions of recordkeeping and its relationship to business activity.

See Appendix 12 for a discussion of [assessing the operational feasibility](#) of potential strategies and Appendix 9 – [Guide to developing a business case](#).

#### **E.4.3.3 Systems and technological environment**

The extent to which your organisation’s existing systems and technological environment currently satisfy requirements will also influence your choice of appropriate tactics.

If requirements are not being met, it is important to consider why and how previous strategies have failed. For example, if an assessment of existing systems (Step D) demonstrates poor compliance with a corporate policy requiring employees to capture electronic messages as records, continued reliance upon the policy tactic alone would be futile. Instead, the policy tactic should be supported by design or implementation tactics to ensure that recordkeeping occurs with minimal user effort.

Your organisation’s technological environment may also encourage particular strategies. For example, it may be possible to link existing document management applications and the thesaurus and disposal modules of records management software to assist with the classification and sentencing of text-based electronic records.

#### **E.4.3.4 Assessing risks**

Previously, in Step C, you assessed the risks your organisation could face if it failed to produce essential evidence of its business activity. In Step E it is necessary to consider the viability of each potential tactic, as a further factor in selecting an appropriate solution for your organisation. See Appendix 11 – [Risk analysis in DIRKS](#) and Appendix 12 – [Recordkeeping feasibility analysis](#) for help with this task. Use the procedures and tools presented in these guidelines to determine:

- the costs, in terms of money, human resources and time, incurred by each proposed tactic;
- the tangible and intangible benefits to the organisation offered by each proposed tactic; and
- the risks to which the organisation will be exposed if it adopts particular tactics.

Make an assessment against both quantitative and qualitative criteria, such as:

- the extent to which major recordkeeping requirements and organisational constraints are satisfied by the various tactics;
- the ease with which the proposed tactics can be integrated with existing systems and processes; and
- the amount of user support and training required for each tactic.

#### **E.4.4 Check tactics against identified weaknesses**

After assessing the different kinds of tactics – policy, standards, design and implementation – within the context of your broader organisational needs, it is prudent to confirm that all weaknesses or gaps identified in Step D are covered, and that the tactics do not undermine existing strengths in recordkeeping practice. Conversely, it may be necessary to revisit the list of recordkeeping requirements if it is impossible to meet some of them within resource constraints.

This may involve formally mapping the tactics to the recordkeeping requirements or recordkeeping functionality they are designed to support. The mapping will not be ‘one-to-one’. Some tactics will address more than one major requirement and some major requirements will be met by using a combination of different tactics. It is also useful to note where requirements are already met by existing practices.

#### **E.4.5 Adopt an overall strategy**

Once you have identified the range of potential tactics (or ‘solutions’) available and assessed them against your organisational needs, it is necessary to choose an appropriate mix of strategies based on:

- how well the combined tactics meet the recordkeeping requirements identified in Step C;
- how well the combined tactics address necessary recordkeeping functionality examined in Step D;
- a comparative assessment of the costs, benefits and risks of different solutions to your organisation; and
- the best ‘fit’ with current organisational systems and corporate culture.

The appropriate mix is likely to meet the criteria most important to your organisation, and pose little risk, or an ‘acceptable’ level of risk, to the organisation in terms of cost, commitment of resources, interruption to core business, and need for organisational change.

Remember that some parts of your organisation might require a different mix of tactics to effectively meet their needs. For example, an area conducting business in a highly regulated environment might already be aware of their recordkeeping responsibilities. They will probably need less training than those working in a less structured environment.

At the end of this step, it is important for organisations to explore options for conducting the remainder of the project. This will depend on the mix of strategies selected. For example, the design and implementation of an organisation-wide system would be managed differently to the re-writing of business rules in particular sections to incorporate recordkeeping requirements. You may decide to carry out the remainder of the project fully in-house or outsource design and delivery. Organisations that have explored such options at an earlier stage in the process (for example at the end of Step A) should confirm that their previously agreed approach and the strategies selected in Step E are compatible.

It is possible that your organisation may not be in a position to design or implement its preferred solution immediately due to current economic or operational constraints. Provided there are no special legal or contractual ties in place, your organisation may be able to:

- implement part of the strategy to address essential needs;
- opt for no further action at this time;
- revisit potential tactics to select options that can work within current constraints; or
- revisit the preferred solution when circumstances have changed.

It is important to justify your recommendations in a formal report to management and for management to document its decisions.

It is essential to address change management issues in your final strategy. Matters to consider include:

- how and when to involve stakeholders;
- informing action officers of future changes; and
- promoting the project to enhance acceptance of changes.

## **E.5 Issues**

Step E may cause you some confusion due to its use of terminology and its influence on Step F.

Some of the terms used in this step (such as ‘design’ and ‘implementation’) are used elsewhere in this manual to describe related processes applied at different scales. For example, the eight-step DIRKS methodology, as a whole, involves the overarching process of designing and implementing (that is, ‘developing’) a recordkeeping system. Similarly, Steps F and G are concerned with system-wide design and implementation activities. In contrast, the ‘design’ and ‘implementation’ tactics in this step have specific, narrow connotations regarding technological and practical recordkeeping strategies,

It is sometimes difficult in practice to see where determining recordkeeping strategies ends (Step E) and designing systems to incorporate those strategies begins (Step F). This is particularly the case when you take an iterative approach to system development. In Step E it is essential to determine

general recordkeeping strategies and to select a combination of tactics that will help implement those strategies. It is also imperative that your organisation makes or reconfirms a high-level commitment to the remaining design and implementation process. The organisation may use in-house staff, external consultants, system vendors or a combined project team to bring some or all of the tactics to fruition.

## **E.6 Checklist**

Check that you have:

- investigated the range of tactics potentially available to your organisation;
- assessed and documented the organisational constraints that may affect the adoption of these tactics;
- selected the most appropriate combination of tactics;
- established the links between the selected tactics and the requirements they are intended to address (Step C);
- developed an overall design strategy to bring the tactics to fruition (including a framework for change management); and
- obtained management support for your recommended strategy or documented management's decision not to proceed, and the rationale behind it.

## **E.7 What's next?**

After completing Step E you may now move on to Step F – [Design of a recordkeeping system](#), where the components (or 'tactics') agreed to in this step are combined to form a blueprint for implementation (Step G).

**Endnotes**

1. These approaches are based on the work of David Bearman. See *Electronic Evidence: Strategies for Managing Records in Contemporary Organizations*, Archives & Museum Informatics, Pittsburgh, 1994. As noted in the Issues section above, the terms used to label these approaches may cause confusion with other parts of the DIRKS process.
2. The National Archives of Canada has experimented with this design tactic, see John McDonald, Recordkeeping Systems: Lessons Learned from the Experience of the Canadian Federal Government, paper presented to the 1999 conference of the Australian Society of Archivists, published online at [www.archivists.org.au/events/conf99/mcdonald.html](http://www.archivists.org.au/events/conf99/mcdonald.html)
3. International Standard ISO 15489, *Records Management, Policies and Responsibilities*, Clause 6.1.
4. International Standard ISO 15489, *Records Management, Policies and Responsibilities*, Clause 6.2.
5. Charles M Dollar, *Authentic Electronic Records: Strategies for Long-term Access*, Cohasset Associates, Chicago, 1999, p. 81.