

REPORT OF THE FEDERAL-PROVINCIAL-TERRITORIAL

RECORDS MANAGEMENT COUNCIL ON

RECORDS RETENTION AND DISPOSITION SCHEDULING

The Province of British Columbia has prepared this report under the direction of the Federal-Provincial-Territorial Records Management Council and in consultation with Council members for the information of their respective governments.

Prepared by: Walter J. Meyer zu Erpen, MAS, CRM  
Manager, Appraisal and Acquisition Section

British Columbia Archives and Records Service  
Parliament Buildings  
Victoria, British Columbia  
V8V 1X4

Phone: (604) 387-4132 FAX: (604) 387-5841

# FPTRMC REPORT ON RECORDS RETENTION AND DISPOSITION SCHEDULING

## TABLE OF CONTENTS

Table of Contents	2
Federal-Provincial-Territorial Records Management Council	3
Preamble	4
Objective	4
Summary of Recommendations	5
Records Retention and Disposition Scheduling	6
Scheduling Recorded Information Existing in More than One Physical Format	7
Scheduling Administrative and Operational Records	8
Government-Wide Administrative Records Classification and Scheduling System	9
Client-Specific Operational Records Classification and Scheduling Systems	9
Integration of the Records Classification and Scheduling Functions	10
Integrated Records Classification and Scheduling Systems	10
Integrated Records Classification and Scheduling Systems and Off-Site Records Storage Facilities	12
Effective and Efficient Approval Process	14
Appendices	
A    Glossary of Terms	16
B    Advantages and Disadvantages of the Separated and Combined Development Methods	18

## **FPTRMC REPORT ON RECORDS RETENTION AND DISPOSITION SCHEDULING**

### **FEDERAL-PROVINCIAL-TERRITORIAL RECORDS MANAGEMENT COUNCIL**

The Federal-Provincial-Territorial Records Management Council (FPTRMC) is an inter-governmental working group, comprised of representatives from each of the Canadian federal, provincial and territorial governments. The Council meets annually to discuss issues of mutual concern and interest regarding records management.

The Council's terms of reference are as follows:

"The Federal-Provincial-Territorial Records Management Council acts as a liaison and working group in order to:

- collect, analyze and exchange information on the management of records of the Canadian federal, provincial and territorial governments,
- describe common practices, compare program guidelines, contribute ideas to resolve specific issues, and, where applicable, to conduct joint projects and prepare reports in order to assist each jurisdiction in the management of its records."

Those terms of reference are the basis upon which the Council meets and approves the preparation, distribution and use of documentation on matters within the scope of its interest.

# FPTRMC REPORT ON RECORDS RETENTION AND DISPOSITION SCHEDULING

## PREAMBLE

Obviously, the ideal, in the sense of a records management vision, would be information resources which were somehow able to self-destruct as soon as they had fulfilled their usefulness and no longer held any administrative, operational, fiscal, legal, audit, evidential, informational, historical, archival, or research values. If recorded information had accurate self-knowledge of its remaining values and potential risk exposures, this would surely represent the ultimate disposition program.

Alternately, an information system having artificial intelligence might be designed to examine and analyze records fed through it on some sort of conveyor belt and automatically apply to those records the applicable retention periods and final dispositions, including archival selection criteria, from the appropriate records schedule.

Automated records management information systems have already been developed to provide on-line access to records retention and disposition schedules. Some systems even generate file and/or box labels which contain retention and disposition information and assist with the application of approved schedules to records which are ready for final disposition. Despite these advances in automating the records disposition function, self-destructing records and artificial intelligence are not yet the reality of the work environment of today's records managers.

## OBJECTIVE

This report describes the vision of its authors regarding the approach which federal, provincial, and territorial jurisdictions might adopt in records retention and disposition scheduling. The report presents an ideal; it does not provide a comparative analysis of records scheduling practices in those jurisdictions.

The Federal-Provincial-Territorial Records Management Council accepted this report on 11 December 1989.

## FPTRMC REPORT ON RECORDS RETENTION AND DISPOSITION SCHEDULING

### SUMMARY OF RECOMMENDATIONS

- The difference between administrative and operational records is a distinction upon which many records management programs are based and should be recognized as a fundamental principle in records retention and disposition scheduling.
- In scheduling the records of a government program or activity, a comprehensive approach covering all program records, regardless of physical format, should be adopted.
- The two fundamental elements of records management, records classification and retention and disposition scheduling, should be integrated in order to provide government with a framework for the comprehensive management of all information resources.
- Integrated records classification and scheduling systems covering all of the records of an organization, regardless of physical format, should be drafted and approved in a standard format.
- Since administrative records are common to most government agencies, a standard government-wide administrative records classification and scheduling system should be developed and implemented.
- Since operational records are mandate specific, an operational records classification and scheduling system covering the mandate specific records of each client agency should be developed and implemented on an agency by agency basis.
- While an integrated records classification and scheduling system provides for the intellectual control of an organization's information resources, it should also facilitate the physical control and final disposition of records.
- In order that records may be disposed of in a timely and efficient manner without creating storage problems, an effective process for obtaining the authority necessary to destroy records or to transfer them to an archival repository must exist.

## FPTRMC REPORT ON RECORDS RETENTION AND DISPOSITION SCHEDULING

### RECORDS RETENTION AND DISPOSITION SCHEDULING

Records retention and disposition scheduling is the process by which the retention periods and final disposition of the recorded information resources (regardless of physical storage media) of an organization are determined and documented in order that formal approval of those recommendations may be obtained from the appropriate authority. The scheduling process is based upon the determination of the values held by recorded information.

Records have administrative, operational, fiscal, legal, audit, and other values which govern the length of time each record series should be retained in office space and off-site storage. In addition, historical, cultural, evidential, informational, and other research values guide in the selection of records which have sufficient ongoing value to warrant transfer to the custody of an archival repository for long-term preservation.

The final disposition of any record series may be either physical destruction, transfer to an archival repository for full or selective retention, or alienation from the Crown to another public or private agency (e.g., local archives, museum, private company, etc.).

Records should be scheduled at the time of their creation or as soon as possible after creation.

The records retention and disposition scheduling process results in a document known as a records retention and disposition schedule. There are two main types of records schedules. A one-time schedule covers a fixed volume of records from a stated date range and usually results from the clean-out of an agency (e.g., a basement or warehouse area).<sup>1</sup> An ongoing schedule covers the records which it describes until the records change or are no longer created, or until the schedule is revised.

The records classification system is another document which is essential to the scheduling process and provides a plan for the arrangement, filing, and retrieval of recorded information.

---

<sup>1</sup>One-time schedules are often prepared to cover the records of government programs or activities which no longer exist.

## FPTRMC REPORT ON RECORDS RETENTION AND DISPOSITION SCHEDULING

Combined, the records retention and disposition scheduling and records classification processes facilitate other records management processes: the determination of categories of essential records; the implementation of privacy and freedom of information legislation; and the establishment of security classifications for categories of confidential records.

For a glossary of terms, see Appendix A.

### SCHEDULING RECORDED INFORMATION EXISTING IN MORE THAN ONE PHYSICAL FORMAT

Recorded information may be defined as follows: Any information regardless of physical format, which is received, created, deposited, held by or in any ministry, agency, board, commission, Crown corporation, institution, committee or council reporting to a federal, provincial, or territorial government. A record includes: books, documents, maps, drawings, photographs, letters, vouchers, papers and any other thing on which information is recorded or stored by any means whether graphic, electronic, mechanical or otherwise.

A comprehensive approach to scheduling the records of a government program or activity should be adopted. All recorded information, regardless of physical storage media, should be scheduled at the same time in order to show the overall information context. The records classification and scheduling system should specify the active and semi-active retention periods and final disposition for all physical formats in which a record series exists.

Whereas traditionally most recorded information existed in various paper and microform formats, information is increasingly stored in electronic format. Although the methodology and procedures to be followed in managing electronic records are in many ways still under development, the records management profession must address the issue of electronic records as soon as possible since valuable electronic information resources are being lost.

There are two main types of electronic technology: large databases and office automation systems.

## FPTRMC REPORT ON RECORDS RETENTION AND DISPOSITION SCHEDULING

The large database contains information drawn from many different input documents and results in many different output reports. Both input documents and output reports are commonly specified in records classification and scheduling systems. Consequently, a systems overview document showing the relationships between input documents and output reports should be prepared for each information system or application and attached as an appendix to the records classification and scheduling system.

Office automation systems consist of word processing systems, electronic mail, and small database or spreadsheet applications which are usually supported by commercial software packages. The electronic data or textual records contained within such applications are often of little value after a hardcopy printout has been made and filed. Consequently, the majority of such electronic information should be treated as transitory records and destroyed when no longer useful. The exceptions are data or textual records which are more substantial in nature and which may be required for reuse.

### SCHEDULING ADMINISTRATIVE AND OPERATIONAL RECORDS

The difference between administrative and operational records is a distinction upon which many records management programs are based and should be recognized as a fundamental principle in records retention and disposition scheduling.

Administrative records are common to most organizations, including government agencies, and pertain to general administrative matters and internal housekeeping functions such as the management of facilities, property, materiel, financial resources, personnel, and information systems. Administrative records are sometimes referred to as housekeeping records.

Operational records relate to the operations and services provided by a government agency in carrying out the functions for which it is responsible according to statute, mandate, or policy. Operational records are usually unique to each government agency.



Government-Wide Administrative Records Classification and Scheduling System

Since administrative records are common to most government agencies, a standard government-wide administrative records classification and scheduling system should be developed and implemented.<sup>2</sup> Several federal and provincial models exist which might be tailored to meet the needs of a particular provincial or territorial government. Since Crown corporations and other quasi-autonomous government agencies often report to government in a manner different from that of government ministries or departments, it might also be necessary to tailor the model chosen to reflect the specific reporting needs of such agencies.

Client-Specific Operational Records Classification and Scheduling Systems

Since operational records are mandate specific, an operational records classification and scheduling system covering the mandate specific records of each client agency should be developed and implemented on an agency by agency basis. The classification and scheduling of the records of a whole ministry or department requires considerable resources, and a large ministry or department may comprise many programs which are of little relevance to one another. Since development at the ministry or department level may delay implementation at the more manageable level of program activity, development and implementation is best approached by program activity, ensuring that adequate blocks of numbers are reserved for each activity.<sup>3</sup>

The development and implementation of operational records classification and scheduling systems requires a considerable investment and coordination of financial and human resources. Some resources might be saved if provincial and territorial governments were to establish a framework by which operational records classification and scheduling systems could be exchanged. The first step in fostering the spirit of inter-provincial and territorial communication and cooperation necessary to this framework might be an exchange of lists of draft and approved systems.

---

<sup>2</sup>Such government-wide schedules are often called "General Records Schedules."

<sup>3</sup>This holds true except where a ministry executive initiates development of a detailed classification and scheduling system and wishes to implement a subset of that system in its own offices. In such cases, the ministry system must be developed prior to implementation in the executive offices.

## **FPTRMC REPORT ON RECORDS RETENTION AND DISPOSITION SCHEDULING**

### **INTEGRATION OF THE RECORDS CLASSIFICATION AND SCHEDULING FUNCTIONS**

Records classification systems and retention and disposition schedules are vital to the success of a records management program. It is recommended that, wherever possible, these two fundamental elements of records management be integrated in order to provide government with a framework for the management, including retrieval, retention, and disposition, of all information resources.

Several commercially-available automated information systems support the integration of the records classification and scheduling functions by only permitting the user to create a new record classification after he/she has specified the corresponding retention periods and final disposition.

The integrated approach has several advantages. Firstly, the integration of records classification and scheduling provides a direct relationship between individual records classifications and the applicable schedule. Secondly, integration has obvious implications upon development methods since it allows classification and scheduling projects to proceed either sequentially or simultaneously. Thirdly, the integrated records classification and scheduling system can be made available to users in one manual (hardcopy or electronic) in order to facilitate the application of approved schedules and alleviate the necessity of maintaining and updating two different manuals.

### **Integrated Records Classification and Scheduling Systems**

Integrated records classification and scheduling systems should be drafted and approved in a standard format for consistency of recognition and understanding.

The block numeric classification system (the Association of Records Managers and Administrators (ARMA) refers to it as the "Canadian system") is recommended as the framework for integrated records classification and scheduling systems.

Integrated records classification and scheduling systems should be organized by function and subject, and arranged alphabetically.

## FPTRMC REPORT ON RECORDS RETENTION AND DISPOSITION SCHEDULING

In order to facilitate records retrieval, primary and secondary numbers and titles should whenever possible be standardized within a records classification system. Ideally, standardization should occur at all levels within an organization in order to improve the ability to locate files and to determine which parts of an organization hold information on a given subject or case.

In order to ensure consistency in records retention and disposition, standardization of numbers and titles within a records classification system must occur at the lowest level necessary to distinguish between different retention periods and final dispositions. When using the block numeric classification system as the framework for an integrated records classification and scheduling system, the level of secondary number and title, where individual subject files and case file series are most often described, is usually the lowest level which need be standardized. Scheduling at the secondary level reduces the amount of interpretation required in applying approved records schedules.<sup>4</sup>

The informational content of an integrated records classification and scheduling system should be based upon:

- legislation and institutional mandate statements
- policy and procedures
- physical inventory
- existing documentation (e.g., file lists and indexes)
- client interviews
- legal opinions sought by the client agency

Ideally, integrated records classification and scheduling systems should be developed by the client agency which created the records since usually it is the creating agency which is ultimately accountable. Regardless of who develops a records system, development should involve a process of mutual client (user) and central records management and archives program(s) consultation and approval.

---

<sup>4</sup>Experience in several Canadian jurisdictions has shown that the separation of classification and scheduling systems into two different manuals linked only by a general subject description creates considerable difficulties in applying approved schedules.

## FPTRMC REPORT ON RECORDS RETENTION AND DISPOSITION SCHEDULING

There are two basic methods of developing integrated records classification and scheduling systems. The classification and scheduling functions may be performed sequentially (i.e., separated) or they may be performed simultaneously (i.e., combined). The following definition of a record series makes it clear that the classification and scheduling functions should never be viewed in isolation:

A group of records filed together in a unified arrangement which results from, or relates to, the same function or activity and permits evaluation as a unit for retention scheduling purposes. A record series is classified based upon retrieval needs and maintained as a unit according to reference frequency.

Although both the separated and combined development methods have merit, it is recommended that wherever possible the combined development method be adopted as it makes the most efficient and effective use of limited financial and human resources.<sup>5</sup>

### Integrated Records Classification and Scheduling Systems and Off-Site Records Storage Facilities

An integrated records classification and scheduling system provides for the intellectual control of an organization's information resources. However, it should also facilitate the physical control and final disposition of records.

Off-site records storage facilities are one of the main components of any successful records management program. Once client offices become aware of the benefits of off-site storage, they usually want to transfer records off-site on an annual basis and sometimes more often for large volume case file series.

---

<sup>5</sup>The advantages and disadvantages of the separated and combined development methods are discussed in Appendix B.

## FPTRMC REPORT ON RECORDS RETENTION AND DISPOSITION SCHEDULING

The process of preparing records for storage must always involve boxing and the preparation of transfer forms and box lists. However, the transfer process may be facilitated by reducing the number of combinations of semi-active retention periods and final dispositions applicable to the records of a given client office.<sup>6</sup> The standardization of those combinations will reduce the number of categories which an individual office must consider in boxing its records. If client offices are provided in advance with instructions about the categories of records which they are to box together, the transfer and final disposition processes will be greatly simplified.

Obviously, the final disposition of a record series appraised for selective or full retention by the archives should not be altered for the sake of administrative convenience. Consequently, the implications of how records will be transferred to archival custodianship at the end of the semi-active retention period must be considered in order to alleviate the necessity of resorting and reboxing and in order to ensure that records of archival value are not accidentally destroyed.

The means by which an integrated records classification and scheduling system can facilitate the physical control and transfer of records to off-site records storage facilities is of obvious interest in the question of government accountability. Whether the creating agency or the central records management program is accountable for the application of approved records schedules, it is important to document the records destroyed or transferred to archival custody under each schedule. In the event of legal action, this documentation may be required for production in court.

---

<sup>6</sup>In order to reduce the number of combinations of semi-active retention periods and final dispositions applicable to the records of a given client office, the records analyst must: 1) round the semi-active retention period of low-volume, short-retention record series upwards to the next longer semi-active retention period having the same final disposition; or 2) eliminate the semi-active retention period of low-volume, short-retention record series in favour of an increased active retention period.

## FPTRMC REPORT ON RECORDS RETENTION AND DISPOSITION SCHEDULING

### EFFECTIVE AND EFFICIENT APPROVAL PROCESS

It is estimated that less than five percent of all government records are ultimately transferred to an archival repository for long-term preservation due to their ongoing values. Conversely, about 95 percent of all government records are ultimately destroyed. Many are destroyed after a relatively short retention period.

In order that records may be disposed of in a timely and efficient manner without creating storage problems, an effective process for obtaining the authority necessary to destroy records or to transfer them to an archival repository must exist.

The legislative requirements relating to the approval of records retention and disposition schedules differ from jurisdiction to jurisdiction. Consequently, the players involved in the approval process differ. However, the following steps are recommended as a process by which the required authority might be obtained.

- 1) The agencies creating government records or an organizational unit within the central records management and archives program(s) should be responsible for preparing integrated records classification and scheduling systems.
- 2) An organizational unit or process within the central records management and archives program(s) should be responsible for reviewing all integrated records classification and scheduling systems submitted and for ensuring that all short-term (administrative, operational, fiscal, legal, and audit) values and long-term (evidential, informational, historical, archival, and research) values are adequately protected.

## FPTRMC REPORT ON RECORDS RETENTION AND DISPOSITION SCHEDULING

- 3) Integrated records classification and scheduling systems which have been reviewed by the records management and archives program(s) should be approved at a senior level within government. Each schedule authority should be signed by the senior person accountable for the records within the creating client agency (that person should be at the level of deputy head or equivalent status in the case of boards and other autonomous agencies) and by the national, provincial or territorial archivist responsible. The signature of those two individuals should attest to the concurrence of the appropriate authorities during the review process, including senior representatives from the following offices: client agency, records management, archives, comptroller, auditor, solicitor, and electronic information systems.

It is important to recognize that records management is a management process and that acknowledged management techniques can be used by records administrators. Accordingly, once a records retention and disposition schedule has received formal approval, it should be implemented and applied according to administrative procedures developed and agreed upon by the creating client agency and the central records management and archives program(s).

APPENDIX A

Glossary of Terms

Active Retention Period. The period in the life-cycle of recorded information during which the creating agency requires that the information be retained in office filing and records storage equipment.

Administrative Records. Records common to most organizations, including government agencies, which pertain to general administrative matters and internal housekeeping functions such as the management of facilities, property, materiel, financial resources, personnel, and information systems. Also known as housekeeping records.

Destruction. Physical destruction of records.

Essential Records. A record which contains information essential to: 1) the conduct of emergency operations during a disaster; 2) the re-establishment of the organizational pattern and the basic legal, financial, and functional responsibilities of government; and/or 3) the re-establishment of the basic rights and obligations of individuals, corporate bodies and governments. Also known as vital records.

Final Disposition. Either physical destruction of records or transfer of records to an archival repository for full or selective retention.

Full Retention by the Archives. Retention of all of the records transferred to an archival repository, with the exception of duplicate copies, publications, and other ephemera.

Inactive Records. Records for which the active and semi-active retention periods have expired and which are eligible for final disposition.

Integrated Records Classification and Scheduling System. A system which integrates the classification and scheduling of the recorded information resources of an organization and documents both records classification and scheduling in one hardcopy or electronic manual.



## FPTRMC REPORT ON RECORDS RETENTION AND DISPOSITION SCHEDULING

Operational Records. Records which relate to the operations and services provided by a government agency in carrying out the functions for which it is responsible by virtue of statute, mandate, or policy. Operational records are usually unique to each government agency.

Record. Any recorded information regardless of physical format, which is received, created, deposited, held by or in any ministry, agency, board, commission, Crown corporation, institution, committee or council reporting to a federal, provincial, or territorial government. A record includes: books, documents, maps, drawings, photographs, letters, vouchers, papers and any other thing on which information is recorded or stored by any means whether graphic, electronic, mechanical or otherwise.

Records Classification System. A logical and standardized system for classifying and arranging records based upon functions and subjects.

Records Retention and Disposition Schedule. A document by which each government agency determines the periods of use and medium of retention of active and semi-active records and indicates which inactive records are to be preserved permanently and which are to be destroyed.<sup>7</sup>

Selective Retention by the Archives. Retention of some of the records transferred to an archival repository based upon recognized archival selection criteria.

Semi-active Retention Period. The period in the life-cycle of recorded information during which the creating agency requires that the information be retained in off-site records storage facilities.

Transitory Records. Records of temporary usefulness which are not an integral part of an administrative or operational record series, which are not regularly filed within a standard records classification system, and which are only required for a limited period of time for the completion of an action or the preparation of an ongoing record. Transitory records are not required to meet statutory obligations or to sustain administrative or operational functions.

---

<sup>7</sup>This definition is adapted from Quebec's Archives Act (Revised Statutes of Quebec, c. A-21.1, s. 7).

APPENDIX B

Advantages and Disadvantages of the  
Separated and Combined Development Methods<sup>8</sup>

There are two basic methods of developing integrated records classification and scheduling systems. The classification and scheduling functions may be performed sequentially (i.e., separated) or they may be performed simultaneously (i.e., combined). Although it is desirable that both classification and scheduling be completed as quickly as possible, the choice of method is dependent upon several factors.

- 1) Firstly, the nature of the records management problem must be considered: is information control the problem or are both information control and disposition causing problems? Obviously, if both information control and disposition are problems, the combined development method should be considered so that both problems are dealt with as quickly as possible.
- 2) Secondly, what is the degree of client support? If client support is strong, the combined method should be adopted. If client support is weak, the separated method should be adopted in order to resolve immediate problems and build client confidence.
- 3) Thirdly, what financial and human resources are available? In other words, how much classification and scheduling development can be undertaken with the dollars available and do the employees or contractors available have the knowledge and expertise required to perform one or both of the required functions.

This appendix will discuss the advantages and disadvantages of the separated and combined development methods. In the separated method, the records analyst develops the classification system, which is scheduled at a later date, quite possibly by a different records analyst. In the combined method, the records analyst collects, simultaneously, the information required to classify and schedule the records.

---

<sup>8</sup>This discussion is based upon the experience of British Columbia's records management program.

## FPTRMC REPORT ON RECORDS RETENTION AND DISPOSITION SCHEDULING

### Separated Development Method

The separated development method deals with only one function at a time. It must begin with a classification project and be followed up by a scheduling project at some later time. Obviously, a draft records classification system cannot be submitted for approval until the records have been scheduled. The separated development method has both advantages and disadvantages.

Advantages. A classification project is not complicated by the issue of records retention and disposition scheduling. Once classification has been completed, the system may be implemented in the client's offices prior to the commencement of scheduling, which is an advantage since classification omissions and errors may be corrected. In this manner, the records are organized according to a new classification scheme prior to scheduling and may be quickly identified for review in order to determine what administrative, operational, fiscal, audit, legal, informational, evidential, or historical values they contain. A subsequent scheduling project should not be complicated with records classification issues.

Disadvantages. The separated development method delays the scheduling of records and may result in a loss of momentum where there is a considerable delay between the classification project and the scheduling project. Most often, there is more than one records analyst involved in the separated method. A disadvantage of this method will occasionally present itself when during a subsequent scheduling project classification issues arise and it becomes apparent that the records analyst was not sufficiently conversant with records retention scheduling. This may prove a considerable problem when records must be reclassified in order to facilitate scheduling and the client office has already implemented the classification system using the numbers originally assigned.

### Combined Development Method

The combined development method deals with the classification and scheduling functions simultaneously. After archival appraisal and client concurrence, the draft integrated records classification and scheduling system resulting from the combined method is ready for approval. The combined development method has both advantages and disadvantages.

## FPTRMC REPORT ON RECORDS RETENTION AND DISPOSITION SCHEDULING

Advantages. Since the records analyst collects classification and scheduling information simultaneously, there are subsequently fewer classification and scheduling amendments, although the number of integrated records classification and scheduling system drafts may be greater. During the classification and scheduling process, it will invariably be discovered that what was initially considered to be one record series is for the purposes of retention scheduling really two or more. For instance, a complicated case file series may have several different categories of files, each with its own retention period and final disposition which therefore warrants different secondary classifications. The combined method addresses records management as a whole, builds momentum as the project progresses which inevitably helps to push the project to completion, and should usually involve only one records analyst. Since one analyst gathers both the classification and scheduling information simultaneously, the same ground need not be retraced.

Disadvantages. The combined method is more complicated because it requires that the assigned records analyst have expertise in both classification and scheduling and because it increases the number of variables being considered at one time. Since the classification system is not implemented in the client's offices until after a schedule has been drafted, the schedule will require revision when omissions and errors are discovered during implementation. Since records are not organized according to the new classification scheme prior to scheduling, they cannot be so readily identified for review in order to determine what administrative, operational, fiscal, audit, legal, informational, evidential, or historical values they contain.

### Conclusion

Although both the separated and combined development methods have merit, it is recommended that wherever possible the combined development method be adopted as it makes the most efficient and effective use of limited financial and human resources. Since only one records analyst is involved, the time expended on understanding the work of a previous analyst, familiarizing oneself with the client, and re-establishing contacts, trust, and rapport between analyst and client is eliminated. In short, the combined development method provides the most continuity, the best project management, and the least duplication of effort.

END

fptrmc.rpt