The Role of archives and records management in national information systems: A RAMP study

Revised edition

General Information Programme and UNISIST

United Nations Educational, Scientific and Cultural Organization

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THE ROLE OF ARCHIVES AND RECORDS MANAGEMENT

IN NATIONAL INFORMATION SYSTEMS:

A RAMP STUDY

Revised edition

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PREFACE

In order to assist in meeting the needs of Member States, particularly developing countries, in the specialized areas of Archives Administration and Records Management, the Division of the General Information Programme has developed a long-term Records and Archives Management Programme - RAMP.

The basic elements of RAMP reflect and contribute to the overall themes of the General Information Programme. RAMP thus includes projects, studies and other activities intended to:

- develop standards, rules, methods and other normative tools for the processing and transfer of specialized information and the creation of compatible information systems;

- enable developing countries to set up their own data bases and to have access to those now in existence throughout the world, so as to increase the exchange and flow of information through the application of modern technologies;

- promote the development of specialized regional information networks;

- contribute to the harmonious development of compatible international information services and systems;

- set up national information systems and improve the various components of these systems;

- formulate development policies and plans in this field;

- train information specialists and users and develop the national and regional potential for education and training in the information sciences, library science and archives administration.

This RAMP study is prepared under contract with the International Council on Archives (ICA). Its purpose is to provide a summary of available techniques and processes, guidelines which can be applied in selecting and introducing those which are most appropriate to a particular situation.

This study, prepared under contract with the International Council on Archives (ICA) is now presented in an abridged form and brought up to date under the same title, and prepared by the same author and published in 1983 (PGI-83/WS/21). The experts invited to the Third Consultation on RAMP III considered it one of the most important in the series of RAMP publications, and they suggested it would be extremely useful to bring it up to date and to re-edit it in a form that is easy to use by all the professionals in the field of archives. As in the previous study, this one has an important bibliography also updated.

Comments and suggestions regarding the study are welcomed and should be addressed to the Division of the General Information Programme, UNESCO, 7 Place de Fontenoy, 75700 Paris, France. Other studies prepared as part of the RAMP programme may also be obtained at the same address.
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1. INTRODUCTION

The title of this study suggests that records and archives form an essential and significant part of a nation's information resources, and that programs for their management and use are, or should be, integral parts of the national information system.

The purpose of the study is to provide information to decision makers about the character and value of archives, and about the procedures and programs that should govern the management of both archives and current records. It seeks to demonstrate the cultural, social, and economic benefits that can accrue to a nation through the preservation and use of its archives, and the significant economies and improved efficiency that will result from comprehensive records management systems and services.

Records are a basic tool of administration. They are the means by which many operational processes and functions are performed. They include all recorded information created or received by an organization in the course of performing its business. Records often take the form of conventional documents on paper, but they may also be in microform, or on electronic media such as computer tapes or disks, and they include photographs, sound recordings, motion pictures, maps, and all other media on which information may be recorded or conveyed in the process of performing an organization's functions.

Archives are non-current records that have been formally appraised, and found to have continuing or permanent values as evidence or for research purposes. They normally amount to only a small percentage of the great mass of records from which they are selected, but they are useful and valuable in an almost infinite variety of ways.

They serve first of all as the nation's memory, and enable a society to plan intelligently for the future based

\[1\] In France and other francophone countries the term "archives" is used for all records, current records being designated as "administrative archives."
on an awareness of past experience. Archives preserve a record of the obligations and commitments of the government and evidence of the rights and entitlements of the citizens. Collectively, the archives contain a vast amount of information about people, organizations, social and economic development, natural phenomena, and events—invaluable primary source material for writing about all facets of the nation’s history. As a source of national history the archives can become a powerful influence in fostering a people’s understanding of itself and in creating a sense of national identity.

The focus of this study is on the records and archives of government, and particularly on those of the national or central government. However, the programs and procedures that are necessary to the management of governmental records and archives apply with equal validity to those of commercial enterprises and other non-governmental organizations and institutions. In the aggregate the informational values of the archives and records of these organizations may rival those in the possession of the government and thus play an important role in the national information system.

Finally, this study identifies and describes the elements that together comprise a comprehensive program for achieving economy and efficiency in the management of current records, and for systematically identifying, preserving, and encouraging the use of archives. These program elements may be categorized under the following four major headings or phases representing the entire life cycle of records.

The records creation phase includes forms design and management, the preparation and management of correspondence, the management of reports and directives, the development of management information systems, and the applications of modern technology to these processes.

Records use and maintenance is a phase encompassing the development of filing and retrieval systems, files management, mail and telecommunications management, the selection and management of office copying machines, the development and maintenance of vital records programs and of
disaster preparedness plans, the operation of records centers, and the application, as appropriate, of systems analysis, automation, and reprography to these processes.

The records disposition phase includes the identification and description of record series, the development of records retention and disposition schedules, records appraisal, records disposal, and the transfer of permanently valuable records to the archives.

Archives administration encompasses the design and equipping of archival repositories, methods and processes for the repair and conservation of archives, arrangement and description of the repository's holdings, development of access policies, reference service procedures, and the dissemination of archives and information about them. A number of these elements are increasingly dependent upon the use of computers and micrographics.

An elaboration of each of these elements, in question and answer format, will be found in the pages that follow.
2. THE ECONOMIC AND SOCIAL UTILITY OF RECORDS MANAGEMENT SYSTEMS AND SERVICES

ELEMENTS OF A RECORDS MANAGEMENT SYSTEM:

Why are records management programs important?

Records are the basic tools or instruments by which functions and processes are carried out. If records are well-managed the effectiveness of government is enhanced, government programs become more responsive, and economies are realized.

What are the basic elements of a records management system?

A comprehensive records management system is concerned with everything that happens to records throughout their "life cycle," that is, from their "birth," through their productive "life" as means of accomplishing the organization's functions, to their "death" or destruction when all useful purposes have been served, or their "reincarnation" as archives if they warrant permanent preservation. These concerns fall into three phases, which may be defined as (1) records creation, (2) records use and maintenance, and (3) records disposition.

An effective records management program requires leadership and direction from a central authority of government, preferably the national archives administration, plus active involvement of individual agencies in implementing the program.

To ensure the latter, the records management program must be a priority of senior agency administrators. They must understand the objectives and benefits of the program and support it on a continuing basis.

In addition, each agency should have a records management officer responsible for promoting records management within the agency and maintaining liaison with
the government's central archives and records management authorities. This officer should also be charged with advising middle-level managers on good records management practices, providing training for employees with recordkeeping duties, and encouraging the application of micrographics and automation to information processes when these technologies are appropriate and cost-effective. He or she should be involved with all information systems, regardless of medium or format.

Quite clearly, this officer occupies a key position in the government-wide records management program. The program is not likely to succeed without a corps of effective records management officers at the agency level.

**How can the creation of records be managed and controlled?**

Records creation, the first phase of records management, is particularly important, because if administered effectively it will: (1) prevent the creation of non-essential records and thus decrease the volume of records to be manipulated, controlled, stored, and disposed of; (2) enhance the useability and value of records that are needed; and (3) ensure appropriate utilization of micrographics and automation throughout the life cycle. The specific elements of a program to control records creation may be described briefly as follows:

**Forms design** involves the selection of recording materials appropriate to the intended use of the form and to the length of time it is to be retained; a determination of suitable dimensions, consistent with the way the form will be used and the amount of information to be entered upon it; and a concern for the ease with which the form may be filled in, appropriate arrangement of data elements, and clarity of instructions.

**Forms management** includes developing controls over the number of copies to be created and filed, assignment of a unique number to each form, ensuring that new forms are designed when needed, and instigating the revision or cancellation of forms that
are obsolete. This activity may also encompass the promotion, by a central government authority, of a system of standard forms to accommodate the recording of comparable information in more than one agency.

Correspondence management is concerned with the quality and durability of recording materials, especially retained copies of letters sent. It is also concerned with the format and clarity of letters and memoranda and with ensuring that their substance and style is appropriate. It involves efforts to minimize the number of copies prepared and filed, as well as the number of concurrences prior to dispatch. Form letters are a concern of both forms management and correspondence management.

Reports management is involved with the content and format of reports, the intervals at which they are prepared, and relationships between "feeder" reports and consolidated reports prepared at various organizational levels. It is also concerned with the assignment of a unique number to each series of reports, controlling the number of copies of each report, subsequent distribution and filing, and cancelling or modifying reports that fail to meet the needs of those who receive them.

Management information systems (MIS), usually automated, are an extension and outgrowth of reports management. The development of MIS involves determining what a manager needs to know to make informed decisions, when the information is needed, the format in which it will be most useful, and the creation of systems to ensure that the information is developed and presented in timely fashion.

Directives management is concerned with the preparation and dissemination of information on policies and procedures. It involves determinations on the style and format of directives, and the means and extent of distribution. The objective is a directives system that is flexible, expandable, easily amended, and comprehensive.
Word processing software programs enable the modern office to save much time and labor in the preparation of forms, correspondence, reports, and directives. Textual information which is likely to be used repeatedly, possibly with some variations, may be stored in the computer or in auxiliary devices, manipulated as necessary, and reprinted with total accuracy and minimal effort. Word processing also facilitates editing and avoids repeated manual retyping of drafts.

Once created, what are the principal means of managing active records?

The second phase of records management, sometimes referred to as records use and maintenance, involves the control, use, and storage of records needed to carry out or facilitate the activities of an organization. It embodies measures to ensure (1) ready availability of needed information and records, (2) cost-effective use of current information and records, and (3) selection of supplies, equipment, and locations for the storage of records. The component elements of this phase of records management are described below:

**Filing and retrieval systems.** The development of these systems—whether manual, mechanized, or automated—focuses on the order in which records or information are filed and maintained, and on the ready identification and retrieval of individual records or files. These systems must accommodate the operational requirements of the offices they serve, and provide for security of information requiring special protection. The same criteria may be important in determining whether centralized or decentralized filing systems are more appropriate. Filing systems should permit ready identification of records of permanent value, periodic destruction of records of transitory value, and regular transfers of non-current records to intermediate storage areas or records centers.

**Files management** is sometimes defined to include the development and operation of filing and retrieval systems, but its ultimate area of concern is much broader. It may involve the management of many filing
and retrieval systems within a large organization; training of files personnel; selection of appropriate filing supplies and equipment; ensuring full utilization of existing equipment and controlling the procurement of additional equipment; and the development of systems for storage of information on non-paper media such as microforms or magnetic media, with computer-assisted information retrieval. Files management may also include responsibility for the disposal of records, operation of an intermediate storage area for semi-current records, and transfer of less active records to a records center.

Mail and telecommunications management is related to, but distinct from, correspondence management. It may include responsibility for controlling incoming communications to ensure their prompt routing to the appropriate office, developing and managing inter-office mail systems, and determining the most appropriate and cost-effective means of dispatching outward-bound communications.

Copy machine management. The increasing use of office copying machines has introduced many conveniences to office operations. It has also accelerated records creation and opened up new opportunities for waste and abuse. Thus, the selection and management of office copying machines has assumed increasing importance. The selection of the most appropriate machine involves consideration of many factors: production capacity versus need; simplicity and versatility of operation; mechanical reliability; availability of repair and maintenance services, spare parts, and supplies; permanence of paper and image; and criteria for determining whether lease or purchase is more cost-effective. A related consideration is determining the needed amount of equipment; for example, one large, versatile, high-capacity machine may be less costly and more useful than a number of small machines. After the equipment is installed there remain a number of areas in which continuing vigilance is needed: limiting additional machine procurement to the real needs of the organization; determining the best location of machines in relation to their users; and controls to minimize wastage and unauthorized use.
An immensely valuable tool for improving the management of active records is **systems analysis**. This process involves the detailed examination of the way work is accomplished, combined with a systematic consideration of alternative means of performing work. The objective is to save money or improve quality, productivity, or responsiveness. While systems analysis is applicable to many areas of managerial responsibility, it has special efficacy in the field of records management, because much of the work of any office is accomplished through the creation and use of records. For example, changes in the way information is gathered, recorded, manipulated, and filed may significantly influence the effectiveness of operations, the time required to reach a decision or perform a service, and the quality and responsiveness of governmental processes. Conversely, the order and manner in which various steps of a process are performed may have an important bearing on the kinds of information needed, the ways in which information is recorded, and the design of forms and reports. Systems analysis also should be employed when consideration is given to automation of information systems or introduction of micrographics.

What can be done to protect active records in the event of a disaster?

Two measures that together will protect an organization from the worst effects of a major disaster are a **vital records program** and a **disaster preparedness plan**. Elements of both measures are outlined below:

**Vital records programs** are established to ensure that in the event of war or natural disaster the informational content of key records will survive and thus permit the continuity of essential functions. Each government must determine for itself which records are most essential, but they usually would include evidence of important legal obligations, contingency plans to be put into effect in the event of an emergency, identification of key civilian and military personnel, military plans, basic information about the industrial infrastructure, plans for distribution of food and other essentials, and medical facilities and personnel. A vital records program develops criteria for selecting vital records, for microfilming or
otherwise reproducing them, and for acquiring secure facilities for their storage and use. The vital records plan should provide for periodic updating, by substituting more current records and disposing of those which are outdated.

Disaster preparedness planning involves (1) prevention of disasters that might damage records, (2) means of mitigating the damage to records when disasters do occur, and (3) measures to salvage essential records and so enable an organization to become functional in the aftermath of a disaster. A disaster preparedness plan leads to the identification and correction of potential causes of disaster, provides for stockpiling or identification of sources of supplies and materials needed in a recovery effort, identifies experts who could be called upon to assist in the wake of a disaster, assigns staff to post-disaster tasks, and establishes priorities for salvage and recovery efforts that are consonant with the nature and extent of possible disasters.

What can be done to stem the growth of inactive files in office facilities?

The records center (or, in a large country, a network of records centers) is essential to any effort by a government to cope with the flood of modern records. Records centers are designed to store large quantities of records that are relatively inactive but must be retained for varying periods of time. Records center staff are responsible for the authorized destruction of records that are no longer needed, and for providing reference service on the records to the agencies that originated them. In some countries, records designated for permanent retention are placed in the records center for a period of years before their transfer to the national archives. During this time the staff may perfect their arrangement, develop basic finding aids, and take essential conservation measures.

In most countries, records in a center remain in the legal custody of the transferring agency. In some, the archival authorities are responsible for their physical custody and for implementing administrative measures for their use and safekeeping, subject to rules formulated by the transferring agency. In other countries, each agency is allocated space for the storage of its own records, and each furnishes necessary personnel. The archival authorities, in such cases, may be responsible only for overall security and maintenance of the center.

The relationship of the archival authority to the transferring agencies in administering the records center must be developed in accordance with each nation's traditions and governmental structure. It is usually possible to achieve more effective use of space and equipment, as well as other economies, if all responsibility for the records center is given to the archival authorities.

Records center facilities should be designed to permit the housing of large quantities of records at low cost. This can best be accomplished by using space with high ceilings and by employing a shelving configuration permitting storage of a maximum volume of records on a minimal amount of floor space. The federal government of the United States of America, which has had the most extensive experience in the design and management of records centers, regularly achieves a storage ratio of more than five cubic feet of records to each square foot of floor space. At the present time it realizes an annual saving of approximately US$13.50 for each cubic foot of records removed from a filing cabinet in office space to a federal records center. About 40 percent of all federal records are stored in records centers and the government currently saves about US$200 million annually in this way. Obviously, savings would vary from one country to another, but use of records centers clearly would lead to substantial economies in most countries.

Records centers should be located in fire-resistant structures that are equipped with automatic fire alarm and suppression systems. Physical security should be ensured by automatic security alarm systems or round-the-clock guard protection. Requirements for temperature and humidity
control may be less stringent for records centers than for archives buildings as most records in the former are of temporary value.

How can inactive records be disposed of, while ensuring that the government's interests are safeguarded?

The third phase of records management, records disposition, is a critical one. It involves decisions on which records should be saved as permanent documentation of the nation’s past, and how long after their creation other records should be retained for ongoing administrative or legal reasons. In this process both archivists and records managers should play a role. Different countries use various approaches in arriving at these decisions, but any effective records disposition program will embody in some form the following activities: (1) identification and description of records by series or class; (2) scheduling of these series or classes for retention or disposal; (3) appraisal to determine which records merit permanent retention as archives; (4) periodic disposal of non-permanent records; and (5) transfer of permanent records to the national archives. These processes comprise the most basic aspect of records management. They will engender tangible savings and cost avoidance more quickly than most other elements of records management, especially if coupled with the use of a records center.

The sequence of procedures described below suggests a method for accomplishing the salient elements of records disposition:

Identification and description of records series. Valid decisions on retention or disposal of unique records must be based upon reliable information about the character, volume, informational content, and internal relationships of the records themselves.

Creation of this information base by a government just beginning to develop a records management system involves a significant effort, but it is an investment that will pay for itself many times over. It requires a survey of all official records, leading to the preparation of an inventory containing common information elements about all records series or classes. These elements include: (1) the title of the series or a brief description of the kind of records involved; (2) inclusive dates; (3) quantity, stated in linear meters, cubic feet, or another consistent unit of measurement, possibly supplemented by a count of the number of volumes (if the records are bound), or the number of individual items (if the records are maps, photographs, reels of cinema film, or computer tapes or disks); (4) a brief synopsis of the informational content of the records; (5) an estimate of the frequency of reference to them; and (6) specific locational information, including the agency and organizational subdivision having custody of them, street address or name of building, and room number or floor where located. Information about the equipment occupied by the records (linear measurement of shelves, or number and size of file cabinets) and about the rate at which the records accumulate annually is also useful.

In order to ensure comparability and consistency of information in the inventory, a standard form should be used by all persons conducting the survey.

Ideally, the survey should be conducted by agency records management officers or by the staff of the archives administration. If sufficient personnel is not available from either of these sources, the staff might be augmented with students or agency clerks. If students or clerks are employed, the archival authorities will need to provide training and detailed instructions, make on-site inspections of the work, and

*Iventorising of existing records series as a prerequisite to creation of retention and disposal schedules is usually a one-time activity. Once good filing and retrieval systems are in place, modification of existing schedules, or creation of new ones, can be a natural extension of those systems.*
require that completed survey forms be submitted at frequent intervals, to ensure that a consistent and accurate inventory is produced.

Development of records retention and disposition schedules. Once the inventory has been completed for even one or a few agencies, and submitted to the archives administration, the development of records retention and disposition schedules may commence. Again, a standard form will be needed, containing spaces for the following data elements: (1) the title of the agency and its major subdivisions; (2) titles and brief descriptions of the records series or classes, perhaps listed in an order conforming to the hierarchical organization of the agency; (3) a number or other unique designator for each schedule and each series therein; (4) the length of time the series is to be retained by the creating agency; (5) the length of time, if any, the series is to be retained in the records center; (6) an indication of whether the records are of permanent value; and (7) the duration of any period in which reference to the records is restricted. The form should also include space for signature approvals by both the agency and the archives administration, and any other approving authorities such as legal or financial auditing officials.

It should thus be possible to deduce quickly from a completed form: (1) when the records, if not permanent, are to be destroyed, and whether by the agency or the records center; and (2) when permanent records are to be transferred to the national archives, either from the records center or directly from the agency.

The schedule should be completed in draft by the agency records management officer, but if this is not feasible the task should be assumed by the archives administration. In any event, agency officials should determine how long records need to be kept for administrative or legal reasons, although archival authorities may wish to offer recommendations.
A variant of the records retention and disposition schedule is the "general schedule" which provides disposition instructions for records of functions that are common to several or all agencies. These functions might include finance and accounting, personnel, procurement, or travel and transportation. This records disposition tool should be accorded prominence in any government-wide records management program because of its usefulness in facilitating the disposal of large quantities of "housekeeping" records.

How are permanently valuable records identified?

At this point in the records disposition process, the agency of origin has presumably determined how long each series of records must be retained to serve its own administrative ends or legal requirements. It remains for the archival authorities to determine whether any of the series appearing on the schedule have values that extend beyond those of concern to the agency and, if so, whether they have sufficient value to warrant permanent preservation as a part of the nation's archives.

This process, records appraisal, is the most difficult and important of professional archival activities, because once a decision is made to permit destruction of a unique body of records, the information contained in them may not be obtainable from any other source.

Records appraisal is an archival, not a records management, function and is described in this context only in order to illustrate in appropriate sequence all of the processes involved in records disposition. Other aspects of records appraisal are discussed on pages 26 and 27.

Records appraisal begins with a review of the draft schedules and the retention and disposition provisions proposed by the agency of origin. The schedules probably will include some series that are clearly disposable because they relate to minor administrative functions, housekeeping activities, or low level facilitative processes. They may also include series that obviously have values warranting their preservation as archives, such as acts of parliament,
treaties, diplomatic correspondence, military plans, correspondence or policy files of ministers and their principal assistants, legal decisions establishing important precedents, and summary budget and planning files. The work of the records appraiser will thus center on series that cannot be readily categorized as either disposable or permanent.

Records falling within this "gray area" require careful study before decisions are reached as to their retention or disposal. This may require an examination of the records themselves, a comparison with other series that contain some of the same information, and an assessment of their values for various kinds of research. The archivist conducting the appraisal should understand the nature and practice of research, be aware of research trends, be knowledgeable about the nation's history and the development and organization of its government, and be familiar with other research resources—in the archives itself, in libraries, in documentation centers, and elsewhere. The appraisal archivist must also bring to bear intelligence, sound judgment, imagination, and a sense of responsibility as an arbiter of what the nation's official memory will contain.

As a rule, his recommendation will be to retain or destroy records series in their entirety. If the series contains records clearly of value, but also some of little importance, file-by-file appraisal may be necessary. In other instances the appraisal archivist may recommend that a sampling of the records be retained. The latter decision should be approached with caution, as an appropriate sample is difficult to devise and the results of sampling have sometimes proved unsatisfactory.

The appraisal recommendations, and the rationale to support them, should be embodied in a formal report which should be reviewed by higher archival authorities before approval. Final approval for records destruction should rest with the professionally qualified head of the national archives, or require his concurrence if the process is a collegial one.

After approval of the appraisal report it will be possible to complete the retention and disposition schedule. The schedule should be revised to show which records have been adjudged of permanent value. The revised schedule should be signed by authorized officials of both the originating agency and the national archives. The schedule now becomes a formal agreement between the agency and the archives, and constitutes continuing authority for destruction of disposable records consonant with stated retention requirements.

Records retention and disposition schedules are not static documents and must be amended as new series are created or new means of recordkeeping are introduced.

What steps should be taken when permanently valuable records are transferred to the archives?

Records of permanent value may be transferred to the national archives either directly from the originating agency or from the records center. Transfers to the archives should be accomplished at the time and in the manner specified in the retention and disposal schedule. As a general rule, the archives should not accept records that will be closed to research for long periods, but exceptions should be made if the agency is being disestablished and has no successor in function, or if there is danger that the records would suffer damage or dispersal if left in agency custody.

The accessioning of records marks not only their physical transfer, but also a transfer of certain responsibilities from the agency of origin to the archives. For this reason, it is important that the transfer be carefully documented. The accession instrument should include for each series: (1) the series title; (2) a brief description of informational content and internal arrangement; (3) inclusive dates; (4) quantity; (5) a summary of physical condition; (6) a statement of any limitations on access to the records and the duration of such limitations; and (7) a concise summary of any other responsibilities retained by the transferring agency or assumed by the archives. The accessioning instrument should be signed by appropriate officials of both the agency and
the archives. In some countries, legal title to the records is transferred to the archives as a part of this transaction.

If the agency has created finding aids such as indexes, registers, or file manuals, these should be transferred with the records to which they pertain. If a part of the records covered by the finding aid remains in the agency, a copy of the finding aid should be transferred.

What may be done to dispose of records lacking archival values?

The destruction of useless records is a positive, not a negative, action. It frees office space for the use of people, and releases filing equipment for records needed in the conduct of business. The acquisition of more space and filing equipment can thus be slowed down, if not halted, and considerable expenditure avoided. Records destruction also improves efficiency by bringing discipline into the care of the remaining records and lessening the quantity to be searched to locate needed information.

Records disposal, whether in the office or the records center, should be conducted periodically and as soon as possible after scheduled retention periods have expired. There are several physical means of destroying records, and the choice of method may depend upon the nature of the records themselves. Records pertaining to national security or containing information which, if revealed, would violate personal privacy rights must be completely obliterated by burning, maceration, pulping, or shredding. Non-sensitive records may be sold or otherwise conveyed to waste paper dealers for recycling.

All records destruction should be documented. This documentation should identify both the records and the disposal authority, and be permanently maintained.
What are the most important technological tools employed in records management?

Automation and reprography have come to play an important role in many aspects of records management, and reliance on these tools will continue to increase.

In what ways are reprography and automation involved in the records creation phase of records management?

The most striking advances in the use of information technology have been realized in the area of records creation. A great deal of information is entered directly into computerized systems through keyboard devices or optical scanning techniques, and this information is manipulated by computers, read on video display units, and printed by high speed auxiliary devices. When information in electronic form needs to be widely distributed, computer output microfilm or microfiche (COM) may be the preferred distribution media, because they are compact and mailing costs are less than for paper print-outs. The use of computers and of reprographic technology to store, manipulate, retrieve, and disseminate information has placed versatile tools in the hands of records managers, whose objective, after all, is to make storage and handling of information less costly and more efficient. The computer has also posed problems, among them the identification and preservation of information with potential archival value. The ease with which information in a computer system can be manipulated and altered presents a challenge to those who are committed to maintaining the integrity of information of permanent value.

*Reprography is a collective term encompassing a wide variety of processes for reproducing documents through optical or photomechanical means. It includes microphotography, photocopying, and electrostatic reproduction.
In what ways are these tools employed in the use and maintenance phase of records management?

Records use and maintenance encompasses applications of automation and reprography that are introduced retrospectively, after the records have been created. An example is computer listing of access status, which is especially useful in countries having "freedom of information" laws. Although retrospective applications are more costly than various means of source data automation, there are circumstances in which the increased ease of manipulating, retrieving, and disseminating information will make them worthwhile. An important part of the records manager's responsibility is to weigh the benefits against the costs of such initiatives and provide management with sound recommendations.

Computers now contribute to the management of records centers, through the use of programs that facilitate optimal use of shelving space, maintain location information on records transfers, and identify records for which retention periods have expired.

Micrographics play a unique role in the maintenance of records, as a means of providing security copies and reducing storage requirements. In the latter area, however, the records manager should proceed with caution, as the cost of microfilming often exceeds the cost of long-term records center storage. Use of micrographics may, of course, have important operational advantages during the period when the records are in active use, and decreased requirements for storage space and equipment will be a welcome by-product.

What are some applications of these tools in records disposition?

Computers are increasingly used in various aspects of records disposition, including the tracking of information on the status of records schedule development and implementation, and in creating data bases of retention and disposition provisions for records already scheduled.
In some cases it may be appropriate to microfilm archival materials and dispose of the originals. However, this should be done only if (1) the arrangement of the records is perfected before filming, (2) proper targeting materials are inserted, (3) the filmed information will be readily retrievable, (4) all processes and materials meet archival technical standards, and (5) the records have no values beyond the information they contain.

What does the future hold for the interaction of information technology and records management?

As automation and reprography become relatively less expensive, and as new technological breakthroughs are achieved, additional applications across the entire spectrum of records management are being developed. New technology for high density data storage, especially optical recording, is of particular interest to records managers and archivists, and its development should be closely monitored. 7

BENEFITS OF RECORDS MANAGEMENT

Is it necessary to implement the full range of records management systems and services, or can significant benefits be realized through partial implementation?

Implementation of any major aspect of records management will be beneficial to some degree. The savings and cost avoidance attributable to records management systems and services that are the easiest to identify and quantify are those achieved through comprehensive records retention and disposition scheduling, timely records disposal, and maximum use of records centers. Additionally, a properly designed and maintained vital records program, coupled with a disaster preparedness plan, has potential for inestimable savings of funds, material resources, and even human life, in the event of a major disaster.

Substantial economies and improvements in efficiency can be achieved through conscious and consistent management of the whole process of records creation—controls over the design, generation, and distribution of forms, reports, directives, and correspondence—as well as in the design of filing and retrieval systems, files management, and copy machine management.

An enhanced level of responsiveness, both within government and to the public served by government, may be achieved through effective filing and retrieval systems, well-designed management information systems, and careful management of correspondence, mail, and telecommunications.

The effectiveness of government planning activities, and economic and social development efforts, is heavily dependent upon well-organized, easily retrievable information sources. The records of government agencies are an important source of planning and development information. Whether they are located in a government office, a records center, or the national archives, good filing and retrieval systems are of obvious importance. Many of the values of well-maintained archives, which are discussed in some detail on pages 44-50, apply equally to well-organized current records.

Systems analysis has significant potential for process improvement, including qualitative improvements and the saving of time and money in processing and delivery of products and services.

These potential economies and efficiencies are realizable to a degree even though modern technology has not been introduced into the creation, use, and storage of records and information. The judicious use of automation and reprography can increase those economies, enhance those efficiencies, and make government increasingly responsive to the citizenry.
Is it practical to envision a phased implementation of records management systems and services?

Yes. Four levels of implementation have been identified, although it should be recognized that any of the first three may be enhanced by introduction of selected systems and services from one of the higher levels. The four levels are described below:

The minimal level. A government can hardly be said to have a records management program unless it has systems in place for the development of records retention and disposition schedules, disposal of records pursuant to schedule provisions, and transfer to the national archives of records having permanent value.

The enhanced minimal level. This level embodies the systems of the "minimal level," plus the use of one or more records centers.

The intermediate level. This level includes the systems and services in the "enhanced minimal level" as well as other basic sub-programs, usually including forms design and management, management of correspondence and reports, development of filing and retrieval systems, files management, a vital records program, and disaster preparedness planning.

The optimal level. This level encompasses the systems and services in the "intermediate level," plus the management of directives, mail, telecommunications, and office copying machines; management information systems (MIS); and use of word processing in generating correspondence, reports, and directives, and in completing forms. Records management programs at the optimal level will utilize systems analysis, automation, and reprographic technology in a variety of applications.
3. THE UNIQUENESS AND VALUE OF ARCHIVES

CHARACTERISTICS OF ARCHIVES

What are archives?

The word "archives" means a body of non-current permanently valuable records. This term is also used to refer to their place of deposit or a building dedicated to their care and use, and to the organization or agency responsible for administering them.

Why are archives important?

All records received or created by units of government are normally considered to be public property. It is from this vast pool of documentation that the archives are selected. Only a small proportion of the records—often no more than two to five percent—has sufficient value for administrative, legal, or research purposes to warrant permanent retention as archives. But this small core of documentation possesses tremendous value. The information it contains is essential as evidence of important legal and administrative transactions and obligations, and has value for purposes other than those which led to its creation. The archives will include records that document wars and natural phenomena, the migration of peoples, the birth and development of the national identity, the efforts of government to improve the lot of the people economically and socially, and the successes and failures that are the result of all sustained human activity. As one authority has noted, "the modern world entrusts to archives an important part of itself, since society makes its archivists responsible for choosing on its behalf what its memory will be tomorrow."

How are archives identified or selected?

The process is known as records appraisal. It involves analysis of the entire body of records from which archives are to be selected, resulting in a considered judgment that certain records (usually complete series or major file segments) have enough value to warrant the considerable and continuing expenditure of funds to house and preserve them.* The records appraiser will seek answers to the following kinds of questions:

Do the records contain information that is likely to be needed again by the creating authority or other units of government?

Do they document important, or precedent setting, decisions or transactions?

Do they shed significant light on how important decisions were reached?

Do they document long-term obligations to other countries, other units of government, non-public institutions and organizations, or individuals?

Will the information they contain eventually be made generally available?

Do the records contain information that casts important light on people, places, things, phenomena, or events that will be useful to researchers—scholars, lawyers, journalists, writers, or genealogists?

Is the information unique, or are there other available sources that contain essentially the same information in a usable form?

*The process of records appraisal is described in greater detail on pages 16-18.
Are the values possessed by the records purely informational, or are intrinsic values present? Are they signed or executed, for example, by the chief legislative or judicial authorities, or by the head of state or important ministers? Do they bear the signatures of important literary, artistic, or scientific figures? Are the records themselves of artistic merit or cultural significance?

What are the responsibilities of government for the archives thus selected?

Archives are an essential part of the government's institutional memory. They are also a major cultural and scientific information resource and a significant element in the national information system. They deserve to be properly housed, carefully preserved, and made generally available to all who would benefit from their use. Archives have a unique value and should have a unique status. They are an essential part of the national domain, and must be kept legally and physically in the custody of the government.

Do most archives consist of paper documents?

Until quite recently most official transactions were accomplished by means of paper documents: letters, memoranda, accounts, deeds, directives, orders, reports, forms, and other written or typed records. Such materials still comprise the largest body of record materials in practically all archives. Modern technology, however, is rapidly changing the way in which governments conduct their affairs, and is thus altering the nature of the archives now being created. Photography has had an important impact on the physical nature of archives, leading to creation of pictorial records, moving images, aerial photography, and microphotography. The widespread use of sound recording has accompanied and complemented various photographic processes.

Perhaps the most profound technical innovation of all time affecting records creation and use is the computer. It is revolutionizing our lives in innumerable ways, many of which have to do with the creation and manipulation of
information. The further we advance into the computer age, the greater will be the reliance of government and other segments of society on computers to handle matters that once were documented solely on paper. Thus the proportion of information in archival repositories on electronic media may be expected to increase exponentially.

Archives thus take many physical forms, each of which has its own special requirements for storage, preservation, and use.

What, then, are the major archival formats?

The major categories are:

Manuscripts. Writings on paper (in some cases parchment, vellum or other media as late as the nineteenth century) usually inscribed in ink (or pencil), applied manually or by typewriter.

Cartographic and architectural records. Often these are manuscripts also, but they rely substantially on graphic presentations in addition to writing; many such records are, of course, printed or otherwise reproduced.

Audiovisual records. Negatives and prints of still photographs and motion pictures; video tapes and disks; and sound recordings on cylinders, disks, wire, and magnetic tapes and disks.

Micrographic materials. Microfilms, microcards, microfiche, and computer output microfilm and microfiche (COM).

Electronic records. Information of record character that is created, stored, manipulated, reproduced, or displayed by use of computers or other electronic data processing devices.
Printed archives. In a number of countries it is the task of the national archives to maintain at least one copy of each pamphlet, leaflet, book or other printed item produced by the government; this responsibility sometimes results from the statutory designation of the archives as the place of legal deposit for all, or a part, of the national production of printed literature.

PRESERVATION OF ARCHIVES

Is the preservation of archival materials a major problem?

The problems of preservation are becoming more complex and expensive as paper deteriorates and as additional recording media find their way into archives. Nevertheless, the duty to preserve accessioned materials is paramount. This duty also provides an incentive for records appraisal decisions that are selective and judicious.

How important are specially designed facilities to the preservation of archives?

A basic requirement for the preservation of archives is a properly designed and well-maintained repository. Because many archival storage requirements and work processes are unique, it is preferable for archives to be housed in structures especially built for the purpose, and which are not shared with organizations performing other kinds of functions.

If this is not feasible, existing buildings sometimes can be modified for archival use. If the facility must be shared, organizations with compatible functions, such as libraries or museums, are the most desirable co-tenants. In a shared facility, it is essential that the archival stack areas be secured, and inaccessible to all except the archives staff.
What are the basic construction and equipment requirements?

Elements of design, construction and equipment that are necessary to ensure optimal protection of the archives include:

Fire-resistive (and tremor-resistive)\(^{10}\) construction.

Perimeter security safeguards for records storage areas, including steel doors, good locks, and intrusion alarm systems.

Smoke detection and alarm systems.

Automatic fire-suppression systems.

Portable fire extinguishers.

Steel shelving.

Fire-resistive furnishings.

Temperature, humidity (and air pollution) controls.

Other essential elements and features are:

Adequate facilities for researchers and working space for staff.

Reprographic workshop facilities.

\(^{10}\)Elements enclosed within parentheses ( ) may not be necessary in all locations, but will be essential in others.
Conservation and preservation workshop facilities.

Protected loading docks.

A site that is not subject to flooding.

Highly desirable features include exhibition space, an auditorium, conference rooms, and a site large enough to permit expansion."

Are there other measures that must be taken to ensure secure, environmentally controlled storage of archives?

Proper and periodic maintenance of electrical, alarm, and fire suppression systems, as well as frequent refuse removal, are very important. Storage of inflammable liquids and other dangerous materials on the premises must be avoided.

The archives staff should be well-trained in fire prevention and in steps to be taken in the event of fire or other disaster.

In addition to proper housing, what other measures may be needed to preserve archives?

There are a number of widely used processes or techniques for repairing or extending the life of paper-based archival materials. Prominent among them are:

**Acid-free storage materials.** Most paper, including that used in file folders and storage containers, contains acids which eventually lead to its disintegration; thus, acidic storage materials should be discarded and replaced with acid-free folders and storage containers.

**Boxing.** Storage of archives in standard archival containers or other sturdy enclosures provides protection from the harmful effects of light and dust. Archival boxes also provide considerable protection to their contents in the event of flooding or fire.

**Deacidification.** Alkaline baths or sprays will neutralize acids and substantially prolong the life of paper; the process will remain expensive until some means of mass-deacidification can be perfected.

**Lamination.** The application of thin, transparent sheets of acetate foil to both sides of a document, which are then bonded to the paper with heat and pressure, usually after deacidification of the paper; this process has been used extensively in many archives, but currently seems to be losing favor because of evidence that the high temperature involved may damage paper fibers.

**Encapsulation.** Placement of a document within sheets of transparent mylar and sealing of all edges, usually after deacidification of the paper; the use of this process is gaining favor at the expense of lamination as it requires substantially less in the way of equipment, is readily reversible, and does not require the application of heat to the document itself.
Rebinding. Records contained in bound volumes may be rebound, using acid-free materials.

Microfilm reproduction. Records may be microfilmed, and users required to use film copies in lieu of the originals; this will prevent wear and tear through frequent handling, as well as additional harm to already damaged or fragile materials; although microphotography of archives is not an inexpensive process, it is the least costly means of preserving the informational content of records.

Other means of copying. Xerography, and similar means of producing facsimiles on durable acid-free paper, can serve essentially the same ends as microphotography; unit costs are slightly higher and the bulk of the newly created reference material is much larger; however, special reading devices are not needed.

A properly staffed and equipped conservation facility will be able to relate the condition and physical character of a document to the most appropriate means of conservation. In addition to those described above, these may include leafcasting, repairs using such traditional materials as tissue or silk, and other means of manual repair such as hand lamination, a labor-intensive process that does not require the application of heat.

What processes are needed for extending the life of archives that do not have a conventional paper base?

The primary means of preserving the contents of audiovisual and electronic records is through copying them, before the onset of deterioration, onto the most durable high-resolution medium available. Photographic materials require an acid-free storage environment. Magnetic media, such as audio, video, or computer tapes and disks, must be stored in non-magnetic containers and protected from high intensity electrical and magnetic fields. The deterioration of color photographs and motion pictures can be substantially retarded by cold storage.
Once steps have been taken to preserve the archives, what is the next major problem to be addressed?

Archives are selected and preserved so that they may be used by those needing the information they contain. During the past forty years, many archives have moved from an essentially passive stance (making records available on request if the originators of the records did not object) to an active role in making archives available as soon as national security and personal privacy considerations permit, undertaking outreach programs to inform potential users of their content and availability, and encouraging exploitation of archives as a means of bettering society.

A well-conceived program of access and dissemination involves (1) a resolution of any contradictions between the public’s right to information and the privacy rights of individuals, (2) appropriate facilities for research use of the archives, and (3) a sustained effort to facilitate research through production of indexes, inventories, guides, and other types of finding aids.

What are the legal and policy concerns in developing a policy on access to the archives?

Once records have been appraised as having permanent value they are accessioned by the archives. An essential element in the transfer of custody from the creating agency to the archives is a mutual agreement on the terms of access. This agreement should make clear when the records may be made generally available for research, and whether any types of records or categories of information may be released earlier or must be withheld for longer periods of time.

It is often possible to identify records of permanent value long before their transfer to the archives. To transfer them while they are in frequent use by the creating agency will engender administrative problems for the agency
and may involve a level of reference service by the archives that it cannot afford.

In many countries there is a statutory period of years (most commonly 30), after which records may be made generally available. Almost always, however, there is provision for keeping certain kinds of records (usually those relating to national security and personal privacy) closed for longer periods of time. In many cases there is also provision for making nonsensitive records available before the statutory period has expired. In some countries, such as the United States of America, the problem of access is handled rather differently. The U.S. Freedom of Information Act requires all agencies in the federal executive branch to make available upon request records or information in their custody as soon as it is created, so long as it does not fall within a few stated exempt categories. Records thus exempted are generally made available in no longer than 30 years.

Regardless of the nature of these provisions, it is important that there be a national policy on access to official records that is both logical and all-encompassing. Such a policy will promote consistency of access and eliminate unnecessary withholding of useful information.

Once an access policy is in place, what provisions need to be made to accommodate the users of archives?

There are three basic requirements for archival reference service: (1) a trained staff, knowledgeable about the records in custody and their potential research uses; (2) finding aids that will disclose essential information about the origins, organization, and content of the records; and (3) facilities for the use and reproduction of the records.

All archival repositories should have at least one reading room, sufficiently spacious to accommodate the maximum number of persons likely to wish access to the records at any given time. The room should be assigned sufficient staff to afford prompt responses to researchers' requests and questions, and to exercise surveillance to
prevent theft of research materials. A complete set of the repository’s finding aids should be readily available for researchers’ use.

As a security measure some archives allow the researcher to bring only blank paper, personal notes, and pencils into the reading room, and require that all coats, hats, briefcases and the like be deposited in lockers or a cloakroom. Archives should also require identification and registration of all researchers, and maintain a dated record of which materials have been provided to whom.

Large and medium-sized archival repositories, and some smaller ones, have additional reading rooms for persons using records not in conventional manuscript form. Special furniture or equipment are necessary for using oversized materials (maps and architectural plans), microforms, sound recordings, motion pictures, and electronic records, and these requirements often can be best accommodated in separate quarters. Some archives also provide separate rooms for persons using typewriters, audio recording devices, or other equipment that might disturb other researchers.

Many archives provide microform copies of frequently used series of records in lieu of the documents themselves. This practice protects the originals from unnecessary wear and tear. If the microforms are clearly labeled, and stored in equipment accessible to researchers, it is possible to institute a "self service" system that will reduce demands on the reference staff.

As a rule, records that may be seen may also be copied, and researchers expect an archival repository to provide paper reproductions and microcopies. The repository should therefore have at its disposal equipment and staff capable of reproducing any materials in its custody. The researcher should expect to pay a fee for these services covering at least the cost of labor, materials, and depreciation of equipment.

The staff should not be expected to perform research in the records for persons who cannot or choose not to come to
the repository. The staff should, however, be prepared to provide information by letter or telephone about the records and to furnish copies by mail if the records are readily identifiable. Most archives will also lend to the agency of origin records that are needed for current official purposes.

**Compilation and Dissemination of Information About Archives**

**What are the basic means of disseminating information about archival holdings?**

Archives and archival information may be disseminated in a number of ways. Most repositories have description programs which produce a variety of finding aids designed to assist both staff and researchers in locating needed information. In a number of the industrialized countries automated bibliographic utilities have been created which can accept archival descriptive material and disseminate this information to subscribers through the latter's own computers. Other means of dissemination include the publication of selected archives and the incorporation of archival documents in exhibitions.

**How do archival description programs differ from bibliographic programs in libraries?**

One major distinction between the holdings of archival repositories and those of libraries and documentation centers is that archives are organic bodies of material produced over time in the conduct of official business, rather than collections of individual discrete items, i.e., books or journal articles. The informational and evidential value of such an organic body is greater than the sum of its parts. Partly for this reason, and also because the individual documents in an archives are so numerous, archival repositories describe most of their holdings collectively. Typically, collective description is either at the level of the fond or record group (all of the archives created by an organizational unit of some size and complexity), or the series (individual classes of material, of like character, and filed together in the creating office). In some cases, when records are likely to be used
intensively, they may be described at the file folder or dossier level or, rarely, at the individual document level.

Most archival description is hierarchical, reflecting the organization and functions of the creating agency. This presents challenges to archivists and users of archives alike because both must know something of the nature of governmental organization, as well as the functions performed by particular governmental units, in order to locate information pertinent to a given topic.

An archival description program (preparation of finding aids) is thus the equivalent of bibliographic work in the library and documentation fields.

What are the kinds of finding aids most commonly produced or found in archives?

Finding aids take many forms, and selection of the best type for a given body of archives may depend upon both the nature and organization of the records themselves and the ways in which they are likely to be used. Among the most common types are the following, proceeding from the general to the detailed:

1. General guides. These usually describe in general terms all records in a given repository or a major subdivision within a large repository. The records are usually described either at the fond or record group level, or at the next lower hierarchical level, i.e., the subgroup level. These descriptions are usually preceded by a brief administrative history of the organization that created the records. A list of pertinent, more detailed finding aids, published or unpublished, may follow the entry.

Archival terminology is not yet fully standardized and similar types of finding aids may be identified by different names in different countries. The generic terms used here conform generally to usage in the United States of America.
Examples of works of this kind include the French *État des Fonds des Archives Nationales*, in four volumes, and the *Guida Generale degli Archivi di Stato Italiani*, a multivolume guide to all state archives in Italy.

A general guide is usually the first finding aid a prospective user of the archives will wish to consult, as it provides an overview of all the research resources in the repository. It should be published and distributed widely, both nationally and internationally. The repository should periodically publish supplements and/or revised editions of the whole.

**Topical guides.** These are guides describing archives relating to a major subject or theme. Any major topic for which there is a wealth of archival material lends itself to the compilation of a topical guide. Examples might include the role of women or of major ethnic groups in society, a war or period of social upheaval, a significant geographical area, a major function of government such as diplomacy or some aspect of social welfare, or sources suited for the use of a particular discipline such as economic history, the history of science and technology, or genealogy.

A major variant of the topical guide is the multi-institutional guide, drawing upon the resources of a number of archival repositories for information on a broad topic. Some are international in character. The outstanding example of this class of guide is the *Guide to the Sources of the History of Nations*, produced under the sponsorship of UNESCO and the International Council on Archives (ICA). Published in three major series---Latin America; Africa South of the Sahara; and North Africa, Asia and Oceania---the *Guide* encompasses individual volumes produced by the major national archives of Europe and North America, covering the archival and manuscript resources in those nations relating to the history of the regions covered by each series of the *Guide*. Thus far, 36 volumes have been published, 12 in the Latin American series, 13 in the
sub-Saharan African series, and 11 in the series covering North Africa, Asia, and Oceania.\textsuperscript{13}

A similar project, also sponsored by UNESCO and the ICA, is the Guide to the Sources of Asian History, now under way in twelve Asian countries (Bangladesh, China, India, Indonesia, Republic of Korea, Malaysia, Nepal, Pakistan, Philippines, Singapore, Sri Lanka, and Thailand). Thus far six volumes have been published---two each in Nepali and Malay, and one each in Thai and Chinese.

Because of the selective nature of the information embodied in topical guides the descriptive entry is often at the record series level, although in some cases the subgroup, or fond or record group level may be appropriate. As in general guides, statements on the origin or provenance of the records, listings of pertinent finding aids, and a general index are most useful. Topical guides, especially multi-institutional guides, obviously deserve publication and wide distribution.

Inventories or registers. In many archives the basic reference tool is the inventory or register, which describes the records in a single fond or record group. A brief administrative history of the creating agency should appear first. The internal organization of this finding aid is usually hierarchical, reflecting the organization of the unit of government which created the records. The records are usually described at the series level, and each entry includes information on their chronological span, physical bulk, and arrangement, and a summary of their informational content. In some cases annexes are included, containing filing schemes, lists of folder headings, or other compilations useful to researchers. Inventories or registers are detailed enough to be useful to the archival staff as well as to researchers. In some smaller repositories they are not published but maintained in typescript for use within the institution. In larger repositories it is frequently

the practice to publish---in inexpensive limited editions---those likely to be in substantial demand by potential users.

Other archival finding aids. The production of other types of finding aids will depend upon the particular characteristics of the records involved and on patterns and frequency of usage. For some heavily used records it may be cost-effective to describe documents at the individual case file or dossier level. For certain kinds of records, used mainly by persons wishing to locate discrete items of information, it may be useful to compile lists: of persons, places, ships, transactions, or court cases. Description of these kinds should not be undertaken unless staff expenditure will be offset through saved labor costs in providing reference service.

Agency-produced finding aids. Sometimes the agency of origin produces finding aids to assist its staff in filing records consistently, and in retrieving them rapidly for ongoing administrative purposes. These may take the form of correspondence registers, dockets, subject indexes, or filing manuals. It is of benefit---to the agency of origin, the archives staff, and researchers---for such finding aids (or copies of them) to be accessioned with the records to which they pertain.

Computerized archival data bases. During the past twenty years, a number of the larger archival repositories have been engaged in experimentation looking toward developing computerized data bases of archival descriptive data. In a number of them, these efforts have passed the experimental stage and are now embodied in ongoing operational programs. In some, most of the finding aid compilation and publication is now effected through these programs. In the United States of America an increasing number of archives are using the MARC AMC format, developed by the Library of Congress in collaboration with the Society of American Archivists, for descriptive data entry. ¹⁻¹

¹ For a fuller exposition of computer use in archives see James E. O'Neill, "The Automation of Archival Finding Aids,"
What other means do archives employ to disseminate information about their holdings and programs?

In addition to finding aids, which disseminate information about archival holdings, archives employ various means of disseminating the content of archival documents themselves. They also seek to inform persons outside the research community of the programs and objectives of the archives. Among the principal means of accomplishing these objectives are the following:

**Documentary publication:** Publication of archival documents may be accomplished either through conventional printing processes or through micrographic publications. Because it is expensive, documentary publication in book form is usually highly selective. The authentic texts of the most important documents dealing with a given subject, plus editorial annotation, are printed in one or more volumes. The archival repository responsible for the project may seek pertinent documentation from numerous other repositories to ensure a full and balanced presentation. This kind of coverage may even require cooperation on the international level.*

Today, because it is less expensive and faster, a far larger volume of documentary source material is made available in microform. Microform publication, using either roll film or microfiche, usually involves filming complete series of records for which there is likely to be a continuing, if modest, demand. Some selective

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*One example of this kind is the volume entitled The United States and Russia: The Beginning of Relations, 1765-1815, edited jointly by the foreign affairs ministries and the national archives of the Union of Soviet Socialist Republics and the United States of America, and published simultaneously in Russian and English texts in Moscow and Washington, respectively, in 1980. The documents published in this work were drawn from a large number of repositories in both countries. A sequel, covering the period 1816-1865, is now being compiled.
Documentary publications in book form are supplemented by a comprehensive microform edition of all available pertinent documentation. Documentary publications are produced primarily for the benefit of scholars and other researchers.

Archival exhibitions. In every country there is a large group of potential beneficiaries of archival source materials who are not historical researchers. These are individuals from every walk of life who have an informed interest in the history and culture of the nation. These "laypersons" can have a significant influence on the levels of support that the government bestows upon its national institutions. A program of archival exhibitions can attract the attention and support of this group and become an important instrumentality of popular education. The exhibition program can encompass a number of elements: (1) exhibitions of original documents, photographs, and associated memorabilia on the premises of the repository itself; (2) loans of original documents or facsimiles for incorporation in exhibitions sponsored by other institutions; (3) traveling or circulating archival exhibitions comprised of good quality reproductions; and (4) the availability, for sale to the public, of facsimiles of well-known documents, reproductions of seals, and color photographic slides and postal cards depicting archival treasures.

Public relations. An active public relations program can contribute significantly to a positive identity for the archives in the minds of legislators, opinion makers, and the public at large. Information about programs or events, such as exhibitions, that are intended to attract public attention should be circulated widely through press releases and announcements on radio and television. Information concerning activities and accomplishments of the archives, or about significant or interesting documents recently acquired or opened for research, should be disseminated to those segments of the public most likely to be interested.
What special values do archives hold for the government itself?

Archives, which reflect the entire gamut of significant governmental activity, have a broad range of research values. They serve, first of all, as the collective institutional memory of the government and its component parts. As such, archives are an essential tool for achieving administrative efficiency and economy, as they provide ready access to the government's past experience, including its successes and failures. They furnish precedents when challenges arise that are similar to those faced earlier. Archives can also contribute significantly to economic and social development, particularly in developing countries, because they are a unique source of information on earlier development initiatives. They contain demographic, economic and social information useful in planning and development on a local, regional, or national scale. Archives also contain vital documentation of the identity, rights, privileges, entitlements, and responsibilities of individuals and organizations. Most of these research values relate, in greater or lesser degree, to the purposes for which the government created the records in the first place.

What are the values of archives for non-governmental researchers?

A second major category of research values has little, if anything, to do with the purposes for which the records were created. These values exist because the archives contain information about people, organizations, social and economic developments and trends, natural phenomena, and events that is useful for research and writing on all facets of the nation's past. In most national archives the bulk of research is broadly historical in character. However, the range of subjects is extremely wide as are the purposes for which the research may be conducted. Similarly, the categories of researchers may be numerous and will likely include scholarly researchers, students at graduate and undergraduate levels, genealogists, journalists, other
writers---amateur and professional---and producers of audiovisual presentations for radio, television, and the cinema." "

To return to governmental use of archives, how can they be used to promote efficiency and economy?

Most government agencies have a frequent need to refer to previously created records---to verify past decisions and continuing obligations, to determine precedents, to conduct ongoing research, and for a host of other legal, administrative, political, and diplomatic reasons. If these records are disorganized, difficult of access, lost, or capriciously destroyed, a wide range of decisions and actions will be faulty, ill-conceived, and erratic, and will require expenditure of inordinate amounts of time in searching for records or in "re-inventing the wheel."

If, however, important records have been systematically deposited in the national archives and properly preserved, organized, and described, the archival staff will be able to find and furnish them without delay. The role of the archives as the government's memory becomes ever more important with the passage of time. As officials and employees leave their posts, the government must rely less on personal memories and more on the institutional memory embodied in the archives. Thus, the absence of a professionally managed archival institution is certain to cause increasing confusion, ineffectiveness, mismanagement, and expense throughout the government. On the other hand, a properly supported professional archival service will have immense value in promoting sound decision-making, and administrative efficiency and economy on a broad scale.

14 The increasingly diverse research uses of archives are reviewed in Ivan Borsa, "The Expanding Archival Clientele in the Post-World War II Period," Archivum, vol. 26 (Proceedings of the 8th International Congress on Archives), 1979, pp. 119-126. This topic was updated and elaborated upon in several papers presented at the Ninth International Congress on Archives, London, 15-19 September 1980, which may be found in Archivum, vol. 29 (Proceedings of the 9th International Congress on Archives), 1982.
How can the use of archives contribute to economic and social development?

The potential contribution of the archives to national economic and social development is closely related to its role as the government's institutional memory. This is particularly true in developing countries where much of the impetus for development originates in the national government.

Economic and social development may be viewed as a continuum of efforts by modern governments to create physical and social infrastructures that produce wealth and apply it to the betterment of the people. This conception is valid, to at least a limited degree, for many of the colonial regimes which antedated the national governments which have been established since World War II.

If viewed as a continuum, most new initiatives are based in some degree on previous ventures. Even though the context in which new initiatives are undertaken is quite different than for earlier ones, an understanding of previous efforts is likely to have considerable value. It is thus important to have ready access to a full account of the programs and measures that have been proposed, attempted, or implemented in the past, as well as data to support the reasons why they may have failed, been abandoned, or succeeded. If this information is available in the national archives and used in current decision-making, governmental actions will more likely be soundly based and successfully implemented. The likelihood of unnecessary risk or failure, and the resulting waste of scarce resources, is minimized.

How specifically can archives contribute to government planning efforts?

All governments acquire comprehensive information on population characteristics; vital statistics (births and deaths); the functioning of agriculture, industry, and trade; social welfare programs (including social security, assistance to the indigent, population control, health and medical services, and nutrition programs); literacy,
education, and training; and social behavior (marriages and divorces, crime, and other matters adjudicated by courts of law).

Some of these kinds of information are actively and systematically acquired through periodic censuses and economic surveys. Others are received in a more passive manner at the time of individual application for such things as social services, marriage licenses, or export permits. The gathering of still others is incidental to such functions as assessment and collection of taxes.

Although not all of this information warrants indefinite retention at the lowest level of detail, cumulations and detailed summaries are of value in a variety of ways. Some of it is necessary for the current conduct and future planning of governmental programs. Much of it is of value in measuring social and economic change over time. Because such information reflects the status and activities of the entire population, or large segments thereof, it is of inestimable value for social planning and for planning economic development for localities, for regions, and for the nation as a whole. 17

If such information is not in the nation's archives, planners may be required to conduct expensive and time-consuming surveys to acquire it for their immediate purposes, or else face potentially catastrophic risks by making important planning decisions without a solid informational base.

What stake do individual citizens and non-public organizations have in the retention and availability of archives?

In every nation the citizens owe certain obligations and responsibilities to the state, and the state owes certain rights to, and confers certain privileges upon, the citizens. A similar relationship prevails between the state and a wide range of organizations, institutions, and corporate bodies. Documentation of these relationships and obligations in the nation's archives is vital both to the state and to the individuals and organizations which comprise the nation. *

Thus it is important to the individual to be able to obtain evidence of birth or citizenship in order to qualify for benefits and entitlements, and evidence of military or civilian government service to qualify for pensions or other benefits. The same kind of evidence is important to the state in requiring individuals to perform military service or fulfill other obligations to the nation.

A record of contractual arrangements between the state and individuals or organizations is likewise essential to both parties. When the state issues permits, licenses, or charters permitting individuals or organizations to engage in specified activities, it is essential that a record of that action also be publicly maintained.

Retention of many kinds of legal evidence in the national archives is thus essential to public order, equity, and tranquility.

Are there international obligations to retain certain kinds of evidence in the nation's archives?

The nation must maintain a permanent record of its rights and obligations in relation to other states and the

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international community. Failure to preserve and have ready access to treaties, conventions, and other international agreements will almost certainly lead to international misunderstandings, disputes, and conflicts.

Does the individual citizen have a stake in supporting the archives as a place where scholarly and other creative research is conducted?

Although the most basic task of a national archives is to serve the interests of the government, and to preserve and make available evidence protecting the rights of citizens, it has other responsibilities of far-reaching importance. Foremost among these is its role as a source of enlightenment and improvement for all segments of society.

Modern governments create and receive records relating to a vast array of persons, places, things, transactions, and events. The national archives should preserve the most important of these because they are useful for research in history, government, political science, geography, economics, social phenomena, science and technology, and other disciplines, and constitute a major repository of primary source material which may and should be exploited in the interests of society.

Not everyone possesses the skills or inclination to use the archives personally in the way one might use a library. In most cases, individuals will benefit from the archives through the labor of intermediaries who may be defined as primary users. These are persons or occasionally teams of individuals who mine the rich ore of the archives and distill it through their skills in research and writing into books, theses, research papers, journal articles, newspaper stories, and audiovisual presentations. These become available to a much broader circle of beneficiaries comprising the secondary users of archives.

The secondary users consist of specialists in various disciplines, the reading public, students of all ages, and viewers of documentary cinema and television productions.
Thus the activities of both primary and secondary users enable the national archives to become a powerful resource in the education and cultural development of society, and in fostering international understanding.

How can the archives promote a sense of the national identity?

The archives of a nation, if properly organized, managed, and supported, embody a comprehensive account of the national experience. The archives document the origins and migrations of the people, the successes and failures of their leaders, the economic and social development of society, wars and natural calamities, and relationships with other peoples and nations. The information they contain is a priceless national treasure which can be used for the betterment of the people in myriad ways.

The archives, when used as an educational and cultural resource, can be invaluable in developing a sense of national identity, and in fostering a people’s understanding of itself and its relationship to the rest of the world.
4. OTHER CHARACTERISTICS OF MODERN ARCHIVES AND RECORDS MANAGEMENT PROGRAMS

ALTERNATIVE ORGANIZATIONAL ARRANGEMENTS

Must all responsibility for archives and records management be vested in the national archives?

In Chapters 2 and 3, the basic elements of a modern records management and archives program have been described, and the benefits of incorporating these elements in the overall program have been suggested. For reasons that frequently have their origins deep in the nation's history or its governmental traditions, some countries have not placed all elements under the jurisdiction of the central archives administration.1

Many have a long tradition of ministerial archives. Often, these existed before the national archives, and some continue under the jurisdiction of their parent ministry. In some cases, there are mechanisms providing the national archives a measure of influence on the policies governing the administration of ministerial archives. The ministries most frequently outside the ambit of the national archives are foreign affairs and defense.

In a number of countries the national archives administration encompasses both the national archives proper and an organization responsible for the government-wide records management program.

1 The most convenient source of information on the responsibilities of individual national archives administrations is Archivum, which has devoted the following volumes to the publication of archival legislation: 17 (Europe: Allemagne-Islande), 1971; 19 (Europe: Italie-Yougoslavie), 1972; 20 (Afrique-Asie), 1972; 21 (Amérique-Océanie), 1973; and 28 (Archival Legislation, 1970-1980), 1982. The introduction to volume 28 contains a summary of recent trends in legislation governing archives and records management and in the organizational placement of archives administrations.
Most countries having well-developed archives and records management programs vest responsibility for records scheduling, appraisal, and disposition, and the management of records centers, in the national archives administration. In many, however, certain other aspects of records management, particularly those relating to records creation, have been placed in an agency with inter-ministerial responsibility for administrative operations, or in the individual ministries themselves. It is preferable for the central archives administration to have control over the entire life cycle of records. However, other arrangements may be effective, provided there is close coordination with the archives, and the latter retains responsibility for records scheduling, appraisal, and records center operation. If no central governmental authority is responsible for providing records management leadership, and each agency manages its current records in isolation, the result will be inactivity, confusion, and, ultimately, archives of poor quality.

An effective records management program requires the designation of a ranking official in each agency to develop, promote, and oversee the program, and maintain liaison with the central records management authority. In some countries, this official is a member of the national archives staff who is seconded to the post.

To what extent is the national archives responsible for the records and archives of subordinate levels of government?

Governmental structure and tradition will influence the scope of the central government's control over records created by provincial and local governments. In federal countries, or those with a strong tradition of local self-government, the central archival authority may be responsible only for records of the national government. Elsewhere, in countries with a strongly centralized government, the national archives may have comprehensive responsibility for official records created at all levels of government. In such countries there is sometimes a degree of autonomy at sub-national levels, with the national archives retaining the authority to inspect and establish standards.
In any event, the archives of provincial and local governments comprise an important part of the nation's documentary heritage, and deserve to be well managed, housed, and financed. The records in their care reflect the dealings of government with individuals, and often with the local infrastructures that affect the quality of life of the citizens---schools, parks, roads, sewage systems, and sometimes the local administration of social services. These are the archives that are closest to the people, and the people will be ill-served if their archives are not properly maintained.

To what ministry or governmental agency does the national archives usually report?

The placement of the archival and records management program within the national bureaucracy involves consideration of a number of factors. The national archives proper is largely a cultural and research-oriented institution. Thus the ministry responsible for other cultural institutions, such as libraries and museums, or the ministry responsible for higher education, provides an appropriate and congenial location. On the other hand, as the archives is apt to be responsible for the records of all national agencies, it may be better located under an official having broad interministerial authority, especially if the national archives is charged with developing a records management program for the entire government. Thus, in a number of countries the archives reports directly to the chief of state or head of government.

The problem of organizational placement is complicated by the national archives' dual role as a cultural institution and an instrumentality for governmental efficiency and economy. The following review of existing organizational arrangements reveals that, while four

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80 The interministerial character of the national archives is discussed in Verhoeven, The Role of Archives in the Public Administration and the National Planning Policy of Developing Countries with Particular Reference to Southeast Asia, pp. 40-42.
locations within government hierarchies are most widely favored, the total picture is one of diversity. 

The most popular arrangement is to place the national archives directly under the president, the prime minister, the secretary-general of government, the cabinet or council of ministers, or an independent board. This is the arrangement in about one-fourth of all countries for which information is available.

The national archives is a part of the ministry responsible for culture in approximately one-fifth of these countries.

A slightly smaller number are in the ministry responsible for education or higher education.

The fourth most popular location is in the ministry of the interior, internal affairs, or home affairs.

Other locations include the ministry responsible for libraries and/or museums, the organization providing documentation and information services, an agency responsible for general services or administration, and the ministry of justice. Others report to a wide variety of officials, including ministers of finance and of constitutional affairs, the lord chancellor (the United Kingdom), and the heads of departments of antiquities and of archaeology.

"This information has been drawn primarily from the sources cited in footnote 19, and from Archiyum, vol. 22-23 (International Directory of Archives), 1975."
To what extent are national archives responsible for non-governmental records and archives?

In many countries, especially strongly centralized states, the national archives is responsible to some degree for the archives of non-governmental organizations, including commercial enterprises, trade unions, educational institutions, religious bodies, and political parties, as well as for private papers of individuals. The degree of responsibility varies greatly. In some, the national archives is merely authorized to accept custody of permanently valuable non-governmental documentary materials. In others, it has a responsibility to ensure that certain standards are maintained with regard to non-governmental archives, and an obligation to control export of such materials. In still others, it has comprehensive responsibilities for all unpublished documentary materials irrespective of origin.

In some countries, a distinction is made between the national archives proper, which is concerned primarily with the records of government, and the "national archives system." This concept is described as follows: "[I]t embraces the whole archival wealth of a nation . . . and aims at preserving and making accessible all archives which have research value, and achieving the most economical and effective use of the resources available for these purposes. . . . The broad requirements of a national archives system are therefore as follows:

1) the establishment of a National Archives as the archival authority for central government;

2) the imposition of a statutory duty on all governmental or administrative authorities . . . as well as [other] public and quasi-public bodies . . . to make provision for records management and for archives;

3) the protection of private archives from wanton destruction, decay, sale and export, and the
encouragement of deposit in . . . some . . . suitable archival institution;

(4) the provision of central machinery to ensure an appropriate means of integration or co-ordination of archival services."**

Even where the concept of a national archives system may not be grounded in law, archivists and records managers and their professional associations have an obligation to promote proper care of non-governmental archives and development of records management systems and services in the non-public sector. The basic principles of archives administration and records management apply to them as well as to the entities of government.

What arrangements are typically made for the records of commercial enterprises?

Commercial enterprises in market economy countries are profit-oriented. Thus, most large and successful companies employ at least some of the tools of records management because they produce efficiency and economies. These enterprises often operate their own records centers or utilize the services of commercial firms which provide records center services to a number of enterprises. In countries where some or all of the means of production are publicly owned, the government is able to prescribe records management systems and techniques for commercial enterprises.

Although all commercial firms create records that have permanent value to themselves, and many produce records having research value for others, the utilitarian values of records management systems and services are often more highly prized than are archives. Many large enterprises, however, do value their records as a source of social, economic, scientific, and technical information and have

established their own archives. Others have arranged for the deposit of older records of permanent value in governmental archives or in repositories maintained by libraries, universities, and other scientific and educational institutions.

What patterns have emerged for the records of other organizations and institutions?

Non-commercial enterprises, including educational institutions, hospitals, religious bodies, trade unions, and political organizations, are major producers and users of information. Their records also need proper management, and a part of them are archival in character.

Many of them have developed records management programs, and have established records centers and archives. Some have entrusted their archives to other institutions, governmental or private. Institutions of higher learning have generally demonstrated a greater appreciation of archives than other kinds of organizations. Many universities, for example, have not only developed repositories for their own archives, but also solicit archival materials from commercial enterprises, other institutions and organizations, and individuals, because they constitute a valuable research resource for faculty and students.

What should be the responsibility of archival repositories for personal papers and manuscript collections?

Practically all literate individuals create and receive records which provide evidence of their activities and interests. Often these records hold little interest for others. Nevertheless, personal and family papers can be a valuable source of information and insight, especially when an individual has achieved prominence in business, government, science, the arts, or some other profession. This may also be true of persons who have not distinguished themselves, but are representative of their profession.

\[2^3\] For an international survey of trade union archives, see Archivum, vol. 27 (Labour and Trade Union Archives), 1980.
trade, or avocation, and who have been systematic recordkeepers. Personal and family papers of value deserve the kind of care most likely to be accorded them in an archival repository.

Manuscript collections are another valuable documentary resource. Many individuals, motivated by a love of history, an interest in a particular subject, or the desire to acquire things of value or beauty, systematically collect historical manuscripts. The building of these collections is often dependent, unfortunately, on the breaking up and dispersal of valuable organic bodies of records. Nevertheless, artificial collections of historical manuscripts may have important informational and cultural values. Thus, manuscript collectors should be encouraged to deposit their collections in archives or manuscript repositories.
5. THE RELATIONSHIP OF ARCHIVES AND RECORDS MANAGEMENT TO OTHER SYSTEMS AND SERVICES IN THE FIELD OF INFORMATION

COMMON PROBLEMS AND INTERESTS

What problems and interests do archivists and records managers hold in common with other information professionals?

Although archives and records management systems and services differ from other information institutions and services in procedures, and to some extent in objectives and problems, there is a broad area of common concerns, interests, and goals. They share with libraries, documentation centers, and scientific and technological information services an interest in the preservation of source materials, terminology, information dissemination and use, and technological developments—especially automation and reprography. These areas of common concern are discussed briefly below:

Preservation of information source materials. The concern for preservation of information source materials may be identified in two distinct but related ways.

The first is an intellectual concern for the retention of information sources—for whatever period they will be useful. This is important to all segments of the information community. It may or may not involve long-term or permanent retention.

The second involves both intellectual concerns and material measures for prolonging the existence of

original documents upon which information of enduring value is recorded or, as an alternative, creating and preserving authentic facsimiles of those documents in another medium, usually microform. These concerns are shared primarily by archivists and librarians.

Material measures for prolonging the life of documents are diverse and numerous. They include: (1) properly designed, equipped, and maintained facilities; (2) appropriate environmental controls; (3) physical repair and conservation measures such as de-acidification, leaf-casting, lamination, encapsulation, and rebinding; (4) duplication of fragile documents on microfilm or microfiche; and (5) recopying of photographs, sound recordings, motion pictures, and electronic records.

Information dissemination and use. Every segment of the information community is concerned with information dissemination and use, even though there are important differences in the purposes of information use, the ways in which information is used, and the modalities of information dissemination. All elements of the information infrastructure depend upon micrographics and automation as tools in information dissemination and use. All attach considerable importance to assessing and accommodating the needs of users, and hence to user training.

Technological developments in the information field. All kinds of information systems and services are dependent upon technology as a means of performing work more economically and efficiently. Indeed, some services would be impossible without the utilization of modern technology. Many technological processes, particularly in the area of automation and reprography, have been developed specifically for use within the information community. Others have been adapted to serve information needs. Each of the information professions would benefit from greater awareness of the ways in which technology is being employed by other information professionals, and would thus be in a better position to adapt them to their own requirements.
AREAS FOR COLLABORATION

In what areas may the information professions collaborate most fruitfully?

Although the several information professions are unique, there are numerous ways in which they can collaborate on common objectives and engage in joint endeavors. Foremost among them are the development of guidelines, standards, and terminology; the education and training of information managers and users; and the development of national information policies and systems. Some ways in which these opportunities for collaboration may be developed are suggested below:

Development of normative materials. A significant number of international guidelines, elaborated in part by UNISIST, and many of the standards approved by the International Organization for Standardization (ISO), are applicable to several or all of the information professions. The same is true of other norms currently approved at the national level but not yet at the international level.²³

At both national and international levels it is important that all information professions which might benefit from, or be affected by, a guideline or standard be involved in its development. One authority has advocated a greater degree of user assessment of existing and proposed standards and more input from potential users in establishing priorities within standardization programs, through establishment of a standardization matrix within the framework of UNISIST, and reliance upon control groups of users to test standards before their final issuance.²⁴

Education and Training. A second major area for collaboration is the education and training of information managers, professionals, paraprofessionals, technical workers, and users. Archivists and records managers have training needs unique to their own professions, but a number of observers have identified a common core of courses basic to all of the information professions which could be advantageously taught in a single institution. Outside of this core curriculum are many courses which, while designed for a particular profession, might benefit those preparing for a related profession. This could lead to broader-gauged professionals in each field and a potential for greater mobility among the information professions.

In countries where the education and training of information professionals is already institutionalized along disciplinary lines, this kind of cross-fertilization may be difficult to achieve. However, as educational institutions are established in the developing countries, the possibility of training all kinds of information workers in the same institution holds considerable promise. A prime example is the School for Librarians, Archivists and Documentalists (EBAD) at the University of Dakar. In Europe, the London School of Library, Archives and Information Studies, and the School of Documentalists, Archivists and Librarians at Madrid, provide well-developed models.

Promotion and development of national information policies, infrastructures, and systems. If a country is to achieve a comprehensive, balanced, and effective information infrastructure, the involvement of all elements of the information community must be encouraged. If a nation is still in the process of

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evolving its information policy and infrastructure, all information professions and institutions should be involved in the planning process. In countries with well-developed information institutions and systems, there should be a representative mechanism for coordination and further development of national information policy.**

**Some practical suggestions are offered in the draft guidelines on the scope, formulation, and implementation of national information policies, prepared for UNESCO in 1982, pp. 27-31.
SUMMARY AND CONCLUSIONS

Comprehensive records management programs ensure the systematic application of proven procedures and techniques throughout the life cycle of records. Management of records is important, not only because the information records contain is a valuable resource, but also because it is a means of promoting efficiency and realizing economies in administration.

Good archives are dependent upon effective records management programs, for only when the latter exist is there assurance that records of permanent value are created on durable materials, organized for easy retrieval, adequately cared for during the active period of their existence, and properly scheduled, appraised, and transferred to the archives.

Archival management focuses on preserving and facilitating the use of records of permanent value. The only valid reason for preserving archives is to ensure that eventually they will be available for use---by the government itself, by citizens as evidence of their rights and entitlements, by primary users whose research and writing extend the frontiers of human knowledge and understanding, and, indirectly, by secondary users who benefit educationally and culturally from the products of primary users.

Archivists and records managers share the basic objectives of librarians, documentalists, and other information professionals—the preservation, organization, and use of information. All benefit from modern technology, particularly automation and reprography. All information professions have a vital interest in development of guidelines and standards, and in education and training for their workers and users. Their coordinated efforts can ensure the development of national infrastructures and systems that will make the best use of available resources in meeting the information needs of society.
SELECT BIBLIOGRAPHY

GENERAL WORKS


BIBLIOGRAPHY, TERMINOLOGY, AND STANDARDS


Legislation, Policy, and Planning


**PROFESSIONAL EDUCATION AND TRAINING**


RECORDS MANAGEMENT


BUILDINGS AND EQUIPMENT


International Council on Archives. Archivum, vol. 31

**Preservation, Conservation, and Disaster Planning**


**Automation**


USE OF ARCHIVES


SPECIFIC TYPES OF RECORDS AND ARCHIVES