

RIM PLUMAGE

Newsletter of the Records & Information Management
(RIM) Project Management Advisory Team (PMAT),
Ministry of Education, Youth & Information

This issue:

The Journey to Greatness
PAGE 02

Re-imaging of the RIM Profession
PAGE 03

RIM...On Track - Pt 3
PAGE 04

Records and Information
Management Implementation Status
Report of Cohorts 1 and 2
PAGE 05 - 07

Spotlight on the Planning Institute
of Jamaica
PAGE 08 - 09

RIM Pictorial Highlights
PAGE 10

Government of Jamaica's Inaugural
RIM Conference
Call for Papers
PAGE 11



The Journey to Greatness



HON. KARL SAMUDA, CD, MP
MINISTER WITHOUT PORTFOLIO IN THE
MINISTRY OF EDUCATION, YOUTH & INFORMATION

I am very pleased by what we have accomplished since the launch of the Records and Information Management (RIM) Policy Implementation and Sensitisation Programme in October 2018. We have made every effort to fulfil the purpose of the RIM Policy; to provide a framework for the standardised management of official records in the Government of Jamaica (GoJ). The promulgation of the RIM Policy was a landmark moment for the GoJ because it acknowledged

records and information as an important asset, and if managed efficiently and effectively will be a major game-changer for the country. Conversely, the RIM Policy also highlighted the serious implications the Government would encounter if it failed to implement the Policy provisions. The implications include significant loss and potential damage to our collections and Jamaica's documentary heritage; lack of access to the collections, information and records needed to make critical policy and programme decisions; and inefficient service to the planners, researchers and other clients of the public service.

To mitigate these implications we are required to take all the appropriate measures to ensure that our goals are guaranteed whilst minimising the consequences. I implore us, therefore, to see the RIM Policy for what it is: a documented commitment for us to implement its goals and objectives while abiding by its principles of accountability, integrity, protection of records, compliance, availability, retention and disposition, and transparency, as well as a Government-wide/compatible RIM System.

The RIM Policy calls for us to address gaps to protect the Government from exposure to litigation, loss of national heritage and further inefficiencies in its operations. We are called, therefore, to be future-focused, modern and innovative in the management of records and information. It means moving away from the old traditional standards that are no longer effective, so as to re-image and reposition the GoJ's role and improve its operations.

As we move forward to the next phase of the RIM journey, I encourage you to keep the end goal in sight, remembering at all times the benefits for our island Jamaica: the reduction of the vast volume of records and storage costs; the effective and efficient retrieval of records; enabling business continuity and automation of workflow.

The promulgation of the RIM Policy was a landmark moment for the GoJ because it acknowledged records and information as an important asset and if managed efficiently and effectively will be a major game-changer for the country.

.....

The RIM Policy calls for us to address gaps to protect the Government from exposure to litigation, loss of national heritage and further inefficiencies in its operations.

...

HON. KARL SAMUDA, CD, MP





Re-imagining of the RIM Profession



HON. ALANDO TERRELONGE, MP
MINISTER OF STATE
MINISTRY OF EDUCATION, YOUTH & INFORMATION

I use this opportunity to express my deepest appreciation for being a part of this community of Records and Information Management (RIM) professionals. Together we form a cadre of individuals who have undertaken the great task of preserving our nation's past activities, performances and decisions as evidence for future generations. These are exciting times for the RIM profession; there has never been a better time to enter the profession than now. No longer should it

be seen as dull, uninteresting and unrewarding. The role of our RIM professional is expanding as our use of information increases in this present technological age. The RIM process, beginning at records creation, through to maintenance, use and disposal, is a fundamental activity of public administration. We have come to realise that having a well-managed records and information base is the foundation of a responsible, accountable government.

This is the reinforcement that the Government of Jamaica (GoJ) needs to ensure a successful Public Sector Transformation and Modernisation Programme (PSTMP). Might I add that the PSTM Programme led by the Office of the Cabinet (OoC) recognises RIM "... as a first step in advancing the objectives of Government-wide data sharing" The transformation and modernisation of Jamaica's Public Sector will be possible when our records are available to provide policy makers and decision makers with reliable, verifiable sources of evidence of past decisions and actions.

The Government is committed to the digitisation of Public Sector records and the e-RIM Programme being led by the Jamaica Archives and Records Department and eGov Jamaica Limited will design a framework, which is coordinated and will allow for greater efficiency. This with a view of enhancing the accessibility of Government data and information for increased service excellence.

I therefore encourage all Ministries, Departments and Agencies to be ready to engage with JARD and eGov Jamaica to start the new RIM Systems implementation to transform your internal RIM processes in alignment with the GoJ RIM Programme.

"The transformation and modernisation of Jamaica's Public Sector will be possible as our records are available to provide policy makers and decision makers with reliable, verifiable sources of evidence of past decisions and actions."

...

"I therefore call on all Ministries, Departments and Agencies to be ready to engage with JARD and eGov Jamaica to start the new RIM Systems implementation to transform your internal RIM processes in alignment with the GoJ RIM Programme."

HON. ALANDO TERRELONGE,
MP





RIM ... on Track pt 3



DR. GRACE MCLEAN, OD, JP
PERMANENT SECRETARY (ACTING),
MINISTRY OF EDUCATION, YOUTH
& INFORMATION

The work of the Records and Information Management (RIM) Programme has a few hurdles along the way, but through our collaborative efforts we have been working arduously to attain our vision of an integrated, standardised, and secure RIM system throughout the Public Sector.

The Ministry of Education, Youth and Information through the Jamaica Archives and Records Department (JARD) has engaged twenty-six Ministries, Departments and Agencies with the view of implementing the RIM Programme.

We continue to effect change across the Jamaican landscape by the work of the five Key Results Areas (KRAs) and their related Sub-committees, which have been established to implement the RIM Programme. The work and successes of each KRA must be given significance, as they have made tremendous strides and accomplishments in the KRAs.

The work of KRA 1 is concentrated on the Policy, Legislation and Regulatory Framework, which entails providing a modern legislative framework for RIM by repealing the Archives Act and replacing it with the National Archives and Records Management Act. So far the draft Cabinet Submission for the issuing of Drafting Instructions is being revised in keeping with comments from stakeholders, including the Attorney General's Chambers.

With the support of the Office of the Cabinet (OoC), the Management Institute for National Development has been contracted to support the work of the amalgamated KRA 2 and 5, which focus on the organisational structure and human resources for RIM and capacitation of key stakeholders. The Consultant Team will develop a sustainable plan for the capacity development of RIM Practitioners to implement RIM across MDAs.

The main focus of KRA 3 is the reform of the JARD's institutional framework and infrastructure. With the support of the OoC, we are finalising the contact agreement with an experienced consulting firm to conduct a strategic review of the JARD to reposition the entity as the modern and innovative National Archives.

Work is continuing in KRA, 4 which deals with RIM Systems implementation. This is being led by JARD and eGov Jamaica Limited. A strategy for the full implementation across MDA is being finalised. eGov Ja. is also conducting assessment of the current e-RIM systems available with a view to recommending appropriate solution(s) for the Public Sector.

There is much more for us to do in the RIM Programme Implementation. I encourage us all to continue to support the efforts as "RIM matters!!!"

"The work of the Records and Information Management (RIM) Implementation and Sensitisation Programme has been progressing steadily."

...

"We continue to effect change across the Jamaican landscape by the work of the five Key Results Areas (KRAs) and their related Sub-committees which have been established to implement the different deliverables of the RIM Programme. The work and successes of each KRA must be given significance as they have made tremendous strides and accomplishments in their various areas of focus."

DR. GRACE MCLEAN, OD, JP



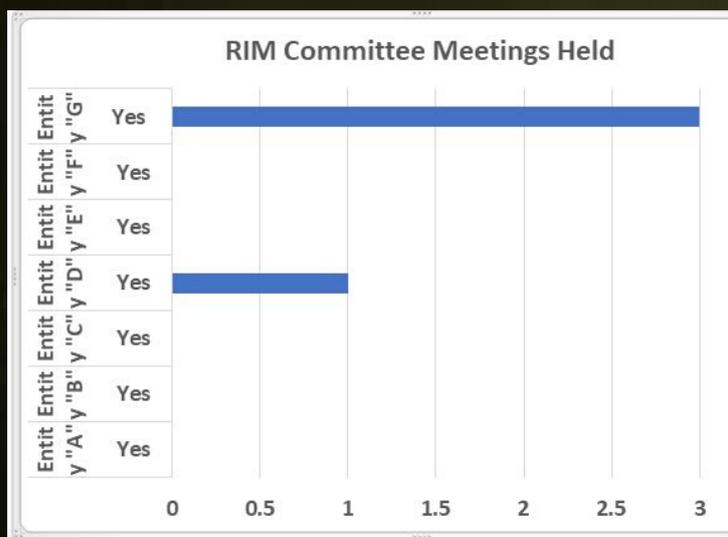


RECORDS AND INFORMATION MANAGEMENT (RIM) IMPLEMENTATION STATUS REPORT OF COHORTS 1 AND 2

Cohort One comprises eight entities: Jamaica Archives and Records Department, Auditor General's Department, Office of the Prime Minister, Office of the Cabinet, Ministry of Justice, Tourism Product and Development Corporation, Ministry of Education, Youth and Information, and Ministry of Labour and Social Security.

Cohort One status update is for the period August 2019 – December 2019:

RIM Committee: Seven entities have established their RIM Committees, two of which have held meeting within the quarter.



Records Survey: Seven entities commenced the records survey exercise, four have conducted survey for the quarter. Two entities exceeded the requirement to survey three units/departments and surveyed six units/departments each. Two entities did no survey for the quarter while one entity has completed the survey exercise prior to this quarter

RIM Policy : Seven entities commenced their RIM Policy. Of the seven, two are a work-in-progress, one have drafted the Policy but not yet reviewed, two entities

	Entity "A"	Entity "B"	Entity "C"	Entity "D"	Entity "E"	Entity "F"	Entity "G"
Policy Commenced	Yes						
Work-in-progress		√		√			
Drafted but not reviewed	√						
Drafted and submitted for review			√		√		
Completed and final version submitted						√	√

Fig. 2 Cohort One – RIM Policy

submitted their draft Policy for review and two have completed RIM Policy and submitted final version.

RIM Procedure Manual: Four entities commenced the RIM Procedures Manual. One entity at work-in-progress stage. One entity drafted the Procedures Manual but not yet reviewed. Two entities completed and submitted final version Three entities have not started the development of the Procedures Manual

Records Classification Scheme: Five entities commenced developing Classification Scheme; one entity drafted the specific functions only; three entities drafted common and specific functions; and one entity completed and submitted final version.

Records Decongestion: Seven entities commenced the decongestion exercise. Three entities decongested this quarter. One entity completed the decongestion exercise prior to this quarter. Three entities did not decongest records this quarter

Overall Assessment : Three entities stated the RIM Implementation Programme is going according to plan.

Four entities stated the RIM Implementation Programme is not going according to plan

***Disclaimer: Of the eight entities in Cohort One only seven responded to the published questionnaire



RECORDS AND INFORMATION MANAGEMENT (RIM) IMPLEMENTATION STATUS REPORT OF COHORTS 1 AND 2 CONT'D...

Cohort Two comprises nine entities: Ministry of Transport and Mining, Jamaica Tertiary Education Commission, Child Protection and Family Services Agency, Planning Institute of Jamaica, Firearm Licensing Authority, Institute of Jamaica, Broadcasting Corporation of Jamaica, e-Gov Jamaica Limited and HEART Trust NTA.

Cohort Two status update is for the period July 2019 – December 2019:

RIM Committee: Seven entities established a RIM Committee. For the quarter, two entities each had 3 Committee meetings and two entities had one Committee meeting. Three entities had no Committee meeting while one has not established a RIM Committee.

Records Survey: Eight entities commenced the records survey exercise. Six entities surveyed records the quarter. One entity completed the survey exercise before the quarter and one entity did no survey. Two entities exceeded that the requirement to survey three units/departments where one entity surveyed four and the other eight units/departments.

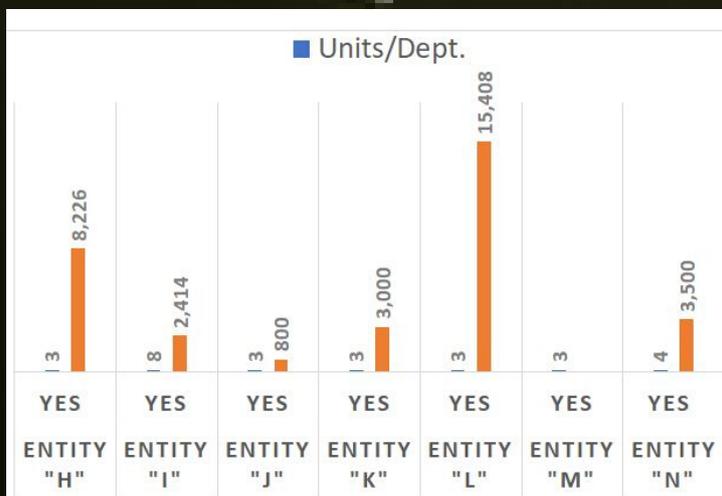


Fig. 3 – Cohort Two – Records Survey

RIM Policy: Eight entities commenced the RIM Policy. One entity is at the work-in-progress stage. Three entities drafted the RIM Policy but not yet reviewed. Four entities drafted the RIM Policy and submitted for review.

RIM Procedure Manual: Three entities commenced the RIM Procedures Manual. Two entities is at work-in-progress stage. One entity drafted the Procedures Manual but not yet reviewed. Five entities have not started the development of the Procedures Manual.

Records Classification Scheme: Seven entities commenced developing Classification Scheme. Four entities drafted the common function only. One entity drafted the specific functions only. Two entities drafted common and specific functions. One entity has not started.

	Entity "H"	Entity "I"	Entity "J"	Entity "K"	Entity "L"	Entity "M"	Entity "N"	Entity "O"
Classification scheme commenced	Yes	Yes	No	Yes	Yes	Yes	Yes	Yes
Drafted common functions only		√			√	√	√	
Drafted specific functions only	√							
Drafted common and specific functions				√				√
Completed and final version submitted								

Fig. 4 – Cohort Two – Records Classification Scheme

Overall Assessment: One entity stated the RIM Implementation Programme is going according to plan. Seven entities stated the RIM Implementation Programme is not going according to plan.

***Disclaimer: Of the nine entities in Cohort Two only eight responded to the published questionnaire



RECORDS AND INFORMATION MANAGEMENT (RIM) IMPLEMENTATION STATUS REPORT OF COHORTS 1 AND 2 CONTD...

Challenges encountered by Cohorts One and Two:

- RIM Committee currently going through a transition phase as such, meetings have not been held
- Unavailability of Committee members
- Unavailability of meeting rooms
- Documents are not properly secured in files
- Files contain information on several subject matter
- Competing with main duties
- Workload priorities
- Lack of experience in RIM is a major factor
- Multiple demands impacted the amount of time spend on project
- Lack of resources
- Records Survey is a very long process
- Technicality of the classification requires more explanation
- Unrealistic time line for completion
- Insufficient Staff

Recommendations made by Cohorts One and Two:

- Implement a work flow management strategy
- Appoint Record Managers
- Increase staff
- Senior Managers understanding the importance of RIM and including the RIM function in the organisation's budget would facilitate the resources needed
- Extension of time-lines
- Increase the number of training especially for records classification



THE PLANNING INSTITUTE OF JAMAICA RECORDS AND INFORMATION MANAGEMENT IMPLEMENTATION PROGRAMME

MRS. ODEAN COLE-PHOENIX,
TECHNICAL INFORMATION MANAGER



The Wesley Hughes Documentation Centre (WHDC) serves as the focal point of the Government Libraries Information Network (GLINJa) to provide information services and resources to planners, policymakers, decision makers and other users of government information. The Centre aims to identify, acquire, process and store for retrieval or dissemination of information, documents that are relevant to Jamaica's development, particularly unpublished reports, existing at the Planning Institute of Jamaica (PIOJ), other government Ministries, Departments and Agencies (MDAs), and the Private Sector. As a result of our significant role to nation building, the Centre requested to be a part of Cohort 2 of the Government of Jamaica Records and Information Management (RIM) Implementation Programme. As the national planning agency our inclusion will allow us to properly implement best practices throughout the organization and serve as a model Institute across Government. It is important for the PIOJ to be transparent and accountable in the management of

government records, in order to effect timely and informed decision-making, support efficient delivery of services and ease of doing business, and preserve the records and information of the nation, which are important strategic assets.

In fulfilling its mandate, the PIOJ has generated and accumulated a substantial body of records documenting its activities over the years. This group of records represents a vital asset to the organization, and most importantly is a national resource of the Jamaican economic, social and environmental sectors benefiting both the public and private sectors. In addition, some of these records are of historical importance as they include documentation on infrastructure and development projects that have national importance.

HOPE Internship Programme and the PIOJ

At the start of September 2019, the WHDC welcomed seven Housing, Opportunity, Production and Employment (HOPE) Interns from the Youth Employment in Digital and Animation Industries (YEDAI) programme and two interns from the Graduate Work Experience Programme (GWEP) programme. These HOPE interns were: Ms Danielle Douglas, Ms Avaneeka Pairie, Ms Wyvolyn Feron, Ms Sherona Gabbidon, Ms Felecia Thomas, Ms Rihanna Wright and Mr Leroy James. The GWEP interns were: Ms Trishana Burgher and Ms Shantai Briton.

Prior to the arrival of the interns, the PIOJ prepared for their inclusion with the involvement of Management. Work areas were identified, temporary identification cards were prepared and a



THE PLANNING INSTITUTE OF JAMAICA RECORDS CONTD...

Jamaica Archives and Records Department (JARD) Records analyst was prepared to train the group. All staff within the Centre made themselves available to answer questions and offer guidance to the interns. The interns have been included in the organisations programmes such as the PIOJ Toastmasters Club to improve their speaking skills and also to make them better leaders. In addition, they formed a part of the Knowledge Sharing session to learn from PIOJ staff as they relate their experiences while being trained in other countries.

HOPE Interns Contribution

Records inventory exercise was performed by the HOPE interns in order to identify and quantify the existing physical record holdings of the Director General Office, Social Planning Policy Research Division, Registry, Human Resource Unit, External Cooperation and Management Division and Sustainable Development Regional Planning Divisions. This process includes careful revision of the file, then recording the correct files title and writing a description of the content. Over 8000 records across the PIOJ have been completed and the interns also typed most of the surveys.

Benefits to the PIOJ

The RIM programme has 8 stages of activities and we have completed 4. This RIM Programme is intended to provide the following benefits to the PIOJ:

- Improved decision making
- Enhanced service delivery to citizens, businesses through greater responsiveness and delivery of requested services
- Improved and integrated communication within the PIOJ and with other Government institutions
- Reduced operating costs through the efficient and effective management of space, equipment and technology, and through the application of records disposition procedures
- Compliance with the provisions of legislative and regulatory frameworks underpinning records and information management as well as legislation under which PIOJ operates
- Protection and support for the PIOJ through the management of risks associated with the existence or non-existence of evidence during litigations
- Efficiency and effectiveness in the management of PIOJ through improved arrangement and storage of records, improved turn-around times and protection of confidential official information
- Assimilation of new records management technologies to leverage efficiency, economy and effectiveness and an e-governance framework in the PIOJ.

Outlook

The RIM programme will improve the management of physical records within the PIOJ, through the successful classification, maintenance, retention and disposition of all records. An Electronic Content Management System which is approved by JARD will be implemented.



Pictorial Highlights

PIOJ Team

The Wesley Hughes Documentation Centre interns making a positive impact on PIOJ's role as the focal point for the Government Libraries Information Network of Jamaica.



World Bank Country Manager Mr Ozan Sevimli, (seated left) PIOJ Director General Wayne Henry (seated right) PIOJ HR Director, Mrs Sandra Ward, (left) PIOJ Technical Information Manager, Mrs Odean Cole Phoenix, Ms Stacy Ann Walk, HOPE Coordinator, Mr Leroy James, Ms Sherona Gabbidon, Ms Danielle Douglas, Ms Avaneeka Pairie, Ms Rihana Wright, Ms Wyvolyn Fearon (HOPE Interns), Records Analyst Ms Charnele Hall, Government Archivist Mrs Claudette Thomas (second right), PIOJ Deputy Director General, Corporate Governance and Management, Mr Kirk Philips (Right).



CALL FOR PAPERS

For the

INAUGURAL CONFERENCE ON RECORDS & INFORMATION MANAGEMENT



June 9-10, 2020

Theme:

JAMAICA: RESHAPING RECORDS AND INFORMATION MANAGEMENT FOR THE 21st CENTURY

Papers that address the following topics are welcome:

- **Transformed Access, Efficiency and Service**
- **Reshaping Records for Improved Access**
- **Redesigning Registries: Best Practices in Records and Information Management**
- **Managing Electronic records and social media content in the Twenty-first Century**
- **Innovative ways of Promoting Records and Information Management in Government**
- **Challenges faced by Records and Information Management practitioners in the areas of Appraisal, Classification, Retention and Digitisation**
- **Leadership: Driving Policies to Keep Records and Information Management Straight**
- **Role of the Archivist in Records and Information Management**

Proposal should include:

Paper title

Name of speaker(s)

Job title and institution

250 – 300 words abstract with bibliography of at least two items

Short biography of speaker(s)

Submit proposal to:

RIMConference2020@moey.gov.jm

by March 20, 2020

For further information contact the Information Division Tel: 876-926-8878.



RIM PLUMAGE

PUBLICATION TEAM

Mr. Dwayne Cargill, PMP
Principal Director (Acting), Information Division
Ministry of Education, Youth & Information (MoEYI)

Ms. Marsha Spence
Director (Acting) Information Division, MoEYI

Mrs. Latoya Richards Franklin, PMP
Senior Director
Public Sector Transformation & Modernisation Programme
Office of the Cabinet

CONTACT US

RIM PROJECT MANAGEMENT ADVISORY TEAM
C/o INFORMATION DIVISION
MINISTRY OF EDUCATION, YOUTH & INFORMATION
1 PHOENIX AVENUE
KINGSTON 10
876-926 8878

Email: marsha.spence@moey.gov.jm

Every Child Can Learn
Every Child Must Learn