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# RIM PLUMAGE

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

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# HOPE

A detailed photograph of a peacock, likely a Blue Peafowl, is the background of the entire image. The peacock is shown from the side, facing right. Its head is turned slightly towards the viewer. The neck and upper body are a brilliant, iridescent blue. The wings and back feature a complex pattern of black, white, and green feathers. The tail feathers are long and dark, with some green and blue visible at the bottom. The background is a soft, out-of-focus grey.

**As we await the  
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to remain  
committed  
to the  
RIM Programme.**

**-Hon. Karl Samuda, CD, MP**





## Hope Amid Changing Times



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

There have been many changes on the global and the Jamaican landscape since our last issue. One such change we are now faced with is the impact of the novel coronavirus (COVID-19) pandemic which has hurled us into an environment of unprecedented challenges. I urge us all that as we are in this 'never before seen' time of uncertainty to be optimistic and resilient. Yes, we have had to cancel and postpone several of our meetings and activities; and in some cases we

made use of the numerous technological aids in our bid to maintain social distancing. It is at this juncture, I pause to recognise the resilience demonstrated by the team, that even with our new paradigm of 'working from home' the work of the Records and Information Management (RIM) Implementation Programme is still progressing. I must tell you that in this time of uncertainty we have learned to appreciate even more, the invaluable importance of proper record and information management. It is of vital importance that Jamaica as a country maintains records for posterity that will give evidence to its business activities and transactions.

We must come to the reality that in such a short time span, times have been altered to the point where the very definition of normality has changed. As such, we cannot and must not operate in the same vein. I encourage us to use this time to reassess and reposition ourselves to attain the goal of the RIM Policy, which is to contribute to the modernising and transforming of the Public Service and the building of a knowledge society.

As we await the return to a semblance of normality, we have to redouble our efforts to remain committed to the RIM Programme. May I recall that it is the objective of the RIM Policy to enhance the performance of business activities, decision making and service delivery by all government institutions, thereby contributing towards the achievement of the National Development Plan and supporting government's obligation for transparency and accountability to its citizens and other stakeholders.

May we use the lessons learnt during this experience to bolster our commitment to the task. We have proven ourselves to be a people of wisdom, courage and creativity so may we continue "... to work diligently and creatively, to think generously and honestly, so that Jamaica may, under God, increase in beauty, fellowship and prosperity, and play her part in advancing the welfare of the whole human race".

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HON. KARL SAMUDA,  
CD, MP



## Making the Most of Opportunities



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

In such a time as this I want to categorically state that the Government of Jamaica (GoJ) is fortunate to have the unwavering support of its Records and Information Management (RIM) professionals. Even amid the changing scenes due to the on-going novel coronavirus (COVID-19) pandemic resulting in unprecedented disruption to lives and businesses, you remain committed to the RIM Implementation Programme.

For the first time we are faced with a nation-wide work from home permit, forced to slow down, practice social distancing and in some instances placed under self-quarantine. I will admit that this period poses some threats and a level of uncertainty to the RIM Implementation Programme but I hasten to assure that where threats exist opportunities much more abound.

As we are now operating in a new working environment, a new way of conducting business has evolved. We are presented with the opportunity to increase our workforce efficiency and effectiveness. No doubt all Ministries, Departments and Agencies (MDAs) have been impacted by the workforce restrictions but we must employ creative strategies to improve productivity through service efficiency, effectiveness and accessibility for the Jamaican public.

The opportunity is also presented for us to increase innovation in our MDAs so that our work processes and procedures are transparent and accountable. You would agree that based on what we have experienced so far with the COVID-19 pandemic it is necessary for us to develop a culture for change and continuous improvement. This will also ultimately result in the establishment of collaborative relationships with the MDAs and the general public.

For the first time in Jamaica's history we have seen a sharp increase in virtual meetings and here in lies the opportunity for us to make the most of technology and integrate its use in our RIM Implementation Programme. I believe this can open communication channels between the RIM practitioners across the different MDAs as well as encourage greater staff participation within each MDA.

As we make preparation for life after COVID -19 we must accept that fundamental change is imminent for the RIM Implementation Programme. I encourage you to keep motivated as together we can navigate this period of intense and devastating global events while making use of the opportunities that are presented. It is through these opportunities we will recover – heal and rebuild –grow.

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HON. ALANDO  
TERRELONGE, MP





## Let Us Keep the Wheels Turning



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

On behalf of the Records and Information Management (RIM) Oversight Committee I want to express how elated I am with this being the first issue in the second volume of the RIM Plumage Newsletter. This is an indication of our collaborative efforts made to successfully complete the past publications. It would be remiss of me not to express my concern for you

as we navigate through this period of the novel coronavirus disease (COVID-19) pandemic. The pandemic has presented many first time challenges right across the length and breadth of Jamaica, and no one is immune to these difficult conditions. The effects of COVID-19 have placed a spoke in the wheel of the RIM Implementation Programme at a time when we are at a crucial juncture to undertake critical aspects of the Programme. It is therefore very important for the critical drivers, our RIM practitioners, to remain focused, strong and committed.

We will be guaranteed success by a constant emphasis on the RIM Policy purpose to provide a framework for the standardised management of the Government of Jamaica's (GoJ) official records; and to ensure that all activities and decisions of the GoJ are fully and accurately documented, managed and monitored.

We are still very much committed to investing in and retooling our RIM professionals as well as supplying them with the required resources they need to fulfill their mandate. In light of the Covid-19 challenges, the need for a cadre of highly-trained RIM professionals is greater. Virtual meetings and work arrangement requires innovative ways to store and manage records. We have to therefore expedite the implementation of our RIM Programme. The Ministry along with JARD is therefore preparing a RIM Implementation Quick Reference Guide to support entities in advancing their own RIM Programme. This will become available in the second quarter.

I implore us to remain excited about the potential to significantly enhance the performance of the RIM Implementation Programme throughout the Public Sector. The contribution of each member of the Public Sector and particularly RIM practitioners is important and critical to our success. I am confident in our abilities to keep the RIM wheel turning.

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DR. GRACE MCLEAN,  
OD, JP





## EFFECTIVE RECORD MANAGEMENT, AN IMPERATIVE DURING COVID-19 PANDEMIC

Records management, including how we store our electronic records, has become a matter for urgent attention. With Work from Home arrangements we are no longer able to pull a file from the physical registry at will. We therefore have to fast-track efforts to develop and implement the GoJ Digitalisation Programme to allow for virtual access to records and automation of processes.

The Ministry of Education, Youth and Information with the support of the Cabinet Office is also taking steps to modernise the operation of the Jamaica Archives and Records Department (JARD) so that the new JARD (National Archives) will be able to respond more effectively in supporting Ministries, Departments and Agencies (MDAs).

The services of K2-TechTop Consult Limited have been procured and will commence in the second Quarter to:

- (i) conduct a Strategic Review of JARD and selected registries/Records Centres of MDAs;
- (ii) provide recommendations for an appropriate design for a modernised JARD/National Archives and registries/records centres; and
- (iii) develop a Modernisation Plan and Framework Document.

The key deliverables for K2-TechTop Consult are:

- Inception Report, Work Plan, Methodology and Consultation Strategy;
- Monthly Progress Reports;
- Strategic Review Report which includes a Prior Options Review, High-Level Department Review and a Unit Review;

- Strategic Review of MDA's Registries/Record Centres;
- Change Management Strategy and Implementation Plan;
- Costed Modernisation Plan and Framework Document for JARD;
- Medium-Term Expenditure Framework;
- JARD/National Archives Strategic Business (Corporate) and Operational Plan;
- HR Transition Plans for JARD/National Archives and Registries/Record Centres; and
- Project Closure Report.

In order for this to be successful, Public Officials including JARD staff, RIM practitioners and senior managers will need to be responsive and participate fully in the exercise. The benefits of a modern RIM system which support access to digital records, virtual work arrangement and efficient work processes, will come when we have functional records and information management system across the Public Sector and a National Archives which is agile, functional and capable.

Additionally, the Management Institute for National Development will be contracted to develop the strategy, which will outline the training and development needs of RIM Practitioners in the Public Sector to support their role in carrying out the new mandate of the GoJ RIM Policy.





## RECORDS SURVEY QUICK REFERENCE GUIDE

### PROCESS FLOW ON CONDUCTING RECORDS SURVEY

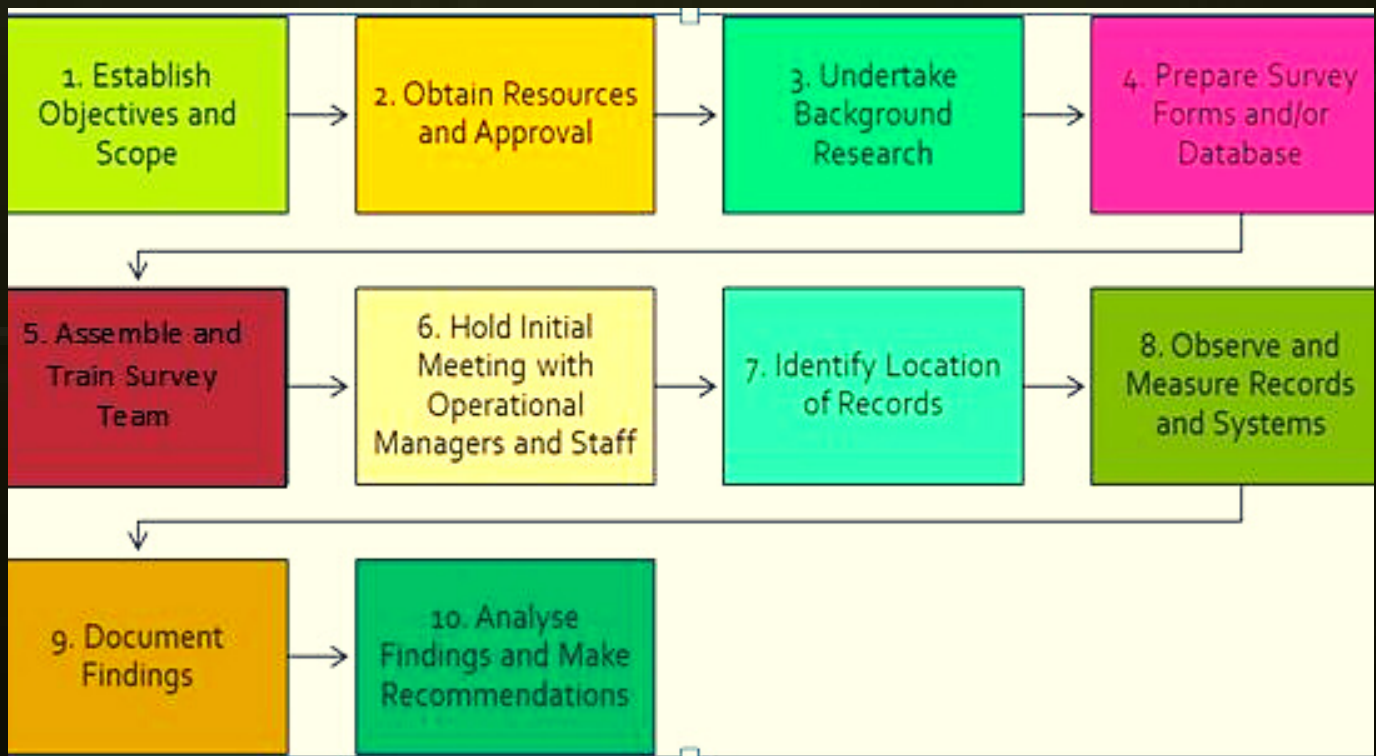
The flowchart is a graphical depiction of how to conduct a Records and Information Management survey in a Ministry, Department or Agency (MDA). At any time during the execution of this activity, entities may contact the Jamaica Archives and Records Department (JARD) for assistance and/ or clarification as needed.

What is a Records Survey?

A records survey is a systematic exercise to locate and identify all the records held by a particular business area (Susan Graham, 2003). After completing the record survey, a MDA will have a precise idea of the number of records held, the type and kinds of records in their position.

Records survey serves a number of purposes, which is specifically to:

- identify the interrelationships between records, and their relationship to organisational functions and activities;
- investigate the existence and effectiveness of intellectual control systems for records management;
- assess the physical state of the records, including their location, media and quantity;
- ascertain who is responsible for maintaining the records;
- review the needs of different users and the extent to which they are satisfied by the existing records and systems;
- gain control of existing records and bring them into a managed environment; and
- inform the development of a retention schedule or a filing scheme.







## RECORDS SURVEY QUICK REFERENCE GUIDE

### STEPS TO CONDUCT A RECORDS SURVEY

#### Step 1: Establish Objectives and Scope

- Identify the reasons for completing the records survey in your entity. Identify the scope of the project (include the business units to be done), time and cost.
- Develop a timetable that clearly assigns responsibility for all activities, estimate the inventory schedule for each area, and allow time to both evaluate the inventory and develop a programme plan;

#### Step 2: Obtain Resources and Approval

- Present plans and budget to Senior Management outlining required resources needed and request their support.

#### Step 3: Undertake Background Research

- Surveys need to build on the prior knowledge of the functions and structures of the organisation, and of changes to the functions and structures overtime, and it is essential to find out as much as possible before the work begins.
- Managers and key staff should be interviewed before records are inspected to determine the nature of their work and the types of records they create or use, and to gain access to documentation or tacit knowledge of existing records systems.
- Stakeholders can also be interviewed at later stages in order to fill any gaps in the information available to the surveyors

#### Step 4: Prepare Survey Forms and/or Database

- Ensure designated Records Survey forms are printed, for entities manually inputting the information or access is provided to the electronic Excel version.

#### Step 5: Assemble and Train Survey Team

- Identify the team which will be undertaking the Record Survey activity
- Guide selected team regarding the expectations of the Record Survey activity
- Show team how to label equipment and files
- Direct team in using the Record Survey Form to capture data

#### Step 6: Hold Initial Meeting with Operational Managers and Staff

- Visit individual supervisor to explain the inventory process and how it will benefit each office.
- Send a letter/e-mail outlining the work schedule.
- Call to follow-up to ensure they are prepared for the RIM team's visit.
- Supervisors should understand that the RIM team will require access to all records and that they will need to ask questions as they work.
- Request that supervisors inform staff in the business area to be surveyed of the forthcoming exercise.
- Inform supervisors that, at this stage, no changes are going to be made to the records during the survey exercise.





## THE TOURISM PRODUCT DEVELOPMENT COMPANY LIMITED RECORDS AND INFORMATION MANAGEMENT IMPLEMENTATION PROGRAMME

Ms. Mervin Hudon  
Project Officer  
Records & Information Management Programme

*When you hear the term records management, people are not interested, because they think it does not affect them or they want to run away and hide because they don't want to deal with it. However, whether you want to face it or not records are part of everyone's workday and something everyone needs to know about. Although often overlooked, it is an important part of every employee's job.*

Our records management journey started in 2015 when we were informed by our parent Ministry of the government's thrust to standardise the management of records by implementing a Records and Information Management (RIM) Programme. We had no formalized structure in place in which the records were being managed and so we welcomed the government's decision.

However, at that time, the government was rolling out the programme on a phased basis. As such the programme was rolled out within Ministries then Departments and Agencies. Our management team decided to start laying the foundation until it was our time.

Now, Tourism Product Development Company (TPDCo) Limited, by nature of its business operations, produces high volumes of records. The sheer volume of documents that our Licensing Department receives usually leads to filing backlog. The situation was such, that the accumulation of a myriad of files

contained in both cabinets and boxes were occupying significant floor space which posed a challenge for the department.

We started a project in that department to clear the filing backlog in the first instance and then to proceed with the inventory thereafter. The process was extremely time-consuming and labour intensive and could not be carried out during the normal course of operations. During this phase, which was quite a journey, in an organized manner we were able to rid the department of the boxes of records that were competing with desks for office space. By the end of this process that concluded in 2019 a total of 17,400 files were identified.

How did we get there? Initially, we engaged four (4) Interns under the Summer Internship Programme to assist with the project as we could not get the full-time staff to focus on the project. Although we were able to make 'inroads' it was not sustainable as we struggled with resources as other priorities would take precedence.

Fast track to 2018. Office of the Cabinet (OoC), which has responsibility for the modernization and transformation of the public sector decided to relaunch the RIM Programme.

They became aware of the company's efforts to streamline the record processes and as such selected TPDCo to participate in the 5-month RIM implementation programme project relaunch in February 2018.





## THE TOURISM PRODUCT DEVELOPMENT COMPANY LIMITED RECORDS AND INFORMATION MANAGEMENT IMPLEMENTATION PROGRAMME CONTD...

Ms. Mervin Hudon  
Project Officer  
Records & Information Management Programme

A Project Charter was signed amongst TPDCo, OoC and Ministry of Education, Youth and Information. Following the Charter, OoC held several workshops with the various groups which were participating in the project and ensured that resources were made available wherever possible. A consultant was also assigned to the project, Dr Kaydene Duffus. It was due to the OoC initiative that the company was able to harness resources under the Housing, Opportunity, Production and Employment (HOPE) and the Youth Employment in the Digital and Animation Industries (YEDAI) programmes to continue the 2015 project.

The agency adopted a targeted approach towards the implementation of the Records and Information Management Programme by identifying departments within corporate headquarters to pilot the programme. Since then we have completed inventory for five other (5) departments by assigning two interns per department on a rotational basis. Some other wins include:

- establishment of the RIM Committee;
- assignment of the RIM Programme portfolio under Corporate Services/MIS;
- assignment of Project Officer to the programme;
- identification of Record Custodians from various units across the organization, to serve as a liaison amongst the RIM Committee, Project Officer and the creators of records;

- identification of offsite storage facility for inactive records;
- sensitization sessions held by JARD and OoC with Senior Management regarding the
- implementation of the programme; and
- training of Record Custodians by JARD.

Since the signing of the Charter in 2018 over 33,000 files were surveyed along with the removal of inactive records from the current environment. Through this initiative, we have also been able to provide on the job work experience to sixteen (16) Interns from the HOPE/YEDAI programme and one (1) HEART graduate.

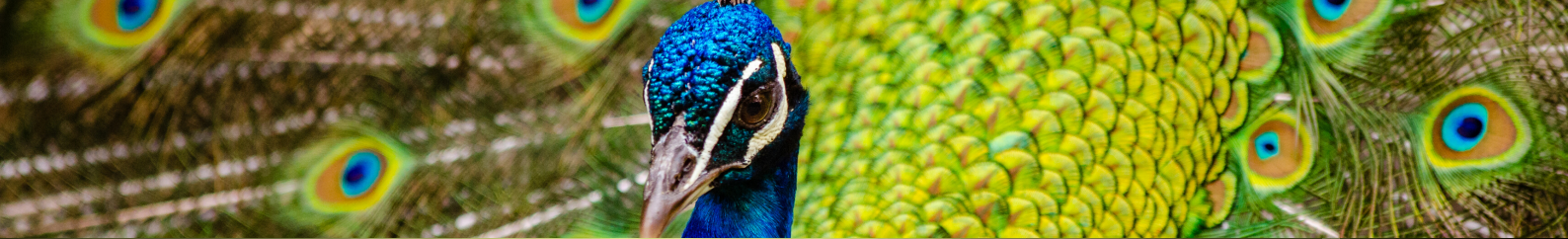
Special thanks to the Executive Director, Dr Andrew Spencer who saw the vision and did not hesitate to support the programme.



Interns hard at work

Interns hard at work





## ANNOUNCEMENTS, EVENTS & MORE

### Cohort Three (3) Initiation Meeting Schedule for Ministries, Departments and Agencies

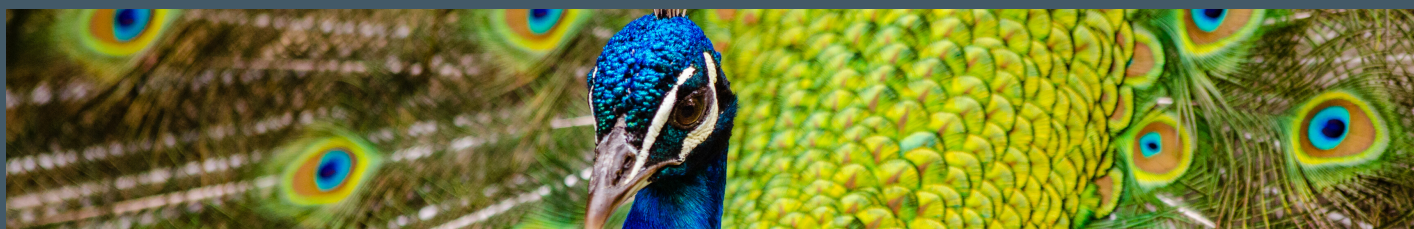
- Ministry of National Security - Wednesday, June 10, 2020 @ 1p.m.
- Ministry of Culture, Gender, Entertainment and Sport - Tuesday, June 9, 2020 @ 1p.m.
- Ministry of Local Government and Community Development - Tuesday, June 16, 2020 @1p.m.
- Ministry of Economic Growth and Job Creation - Wednesday, June 10, 2020 @ 10a.m.
- Private Security Regulation Authority - Tuesday, June 23, 2020 @1p.m.
- Department of Correctional Services - Wednesday, July 1, 2020 @10a.m.
- Forestry Department - Tuesday, July 7, 2020 @10a.m.
- Bureau of Standards Jamaica - Thursday, June 25, 2020 @10a.m.
- Real Estate Board - Tuesday, June 23, 2020 @10a.m.
- Overseas Examination Council - Wednesday, June 24, 2020 @10a.m.
- e-Learning Jamaica Company Limited - Wednesday, June 24, 2020 @1p.m.

### Pictorial Highlights: RIM Implementation Quarterly Review Session

February 14, 2020







# **RIM PLUMAGE**

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*Every Child Can Learn*  
*Every Child Must Learn*