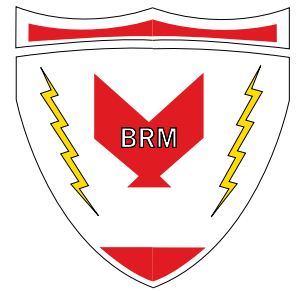




The
BUSINESS RECORDS MANAGEMENT
BULLETIN



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HARD COPY RECORDS AS A DATA MIGRATION STRATEGY

The cold weather of compliance is forcing more companies to put their data on the wing in migration to new formats that are more accessible or which offer storage in value-appropriate tiers. A couple of articles about migration have caveats that are worth considering.

In an article titled "How to Plan for Data Migration," Christopher Burry and David Macusi of Avanade, Inc. describe some conditions that may exist. One is not having a clear picture of the requirements of all data as to security, availability and recoverability. Documents may have intermingled data that makes it hard to determine what is and is not important.

A second is distributed islands of data when a business unit wants to keep a new application close at hand. Another is technology decisions made on budget constraints or hoped-for bottom line results that may get impacted by other factors.

The first step is data classification as a joint effort of the security and infrastructure teams. This will determine conditions for data access, various retention schedules, and necessary security efforts such as encryption. Then, determine what is required to reach migration objectives such as less cost for storage or greater flexibility and stability.

A survey of the IT environment should determine where the data is located as well as capacity and growth requirements. The importance of data will affect how available it must be as well as its retention, and it certainly will determine how it will be stored and at what cost. All of these factors come into play when the amount of network access must be determined for a central depository. Finally, to minimize downtime during migration, personnel must be clearly informed about the changes in the ways they will access information. Also to be made clear in the managerial picture is the cost of non-compliance. (From Computerworld, May 21, 2004, www.computer-world.com).



Here are six serious lessons from Cigna.

A no-holds-barred article about Cigna's ill-fated migration to new systems in 2002 is titled "Cigna's Self-Inflicted Wounds" from March 15, 2003 CIO Magazine. The change-over caused such massive disruptions in service to members and loss of income that the company's stock dropped, among other things. From this came a brief and brutal summary of lessons learned.

First, keep the management of your migration project in house even if you have to hire a consultant to work with your staff managers every step of the way. Second, test in a real environment before going live. Move data from your legacy system in bite-size chunks so you can fix any problems that arise. Third, make sure back-end data is cleansed and filtered and ready for front-end use. Fourth, if customers must use your data, bring in a focus group and try it on them for a reality check. Fifth, if you have customer service reps, train them thoroughly on the new system, and then re-train them again. Finally, eyes wide open, don't expect productivity gains immediately after the change, and don't make business decisions based on the savings or gains that you HOPE will occur.

That said, what are some considerations before implementing data migration?

As part of its ERM, Electronic Records Management, program, the U. S. National Archives and Records Administration (NARA) has set forth a list of recommended practices, guidelines and transfer instructions for more than 30 topics, all accessible at www.archives.gov/records-mgmt/initiative/erm-guidance.

There are six areas titled "Expanding Acceptable Transfer Requirements," each with transfer instructions for specific kinds of data. One topic is Records in Portable Document Format (PDF) which covers records in PDF, records converted to PDF from their native electronic formats, and records converted to PDF from scanned paper or image formats such as TIFF (Tagged Image File Format).

NARA's goal is to make it possible for U. S. government agencies to access electronic records for as long as required, and to transfer permanent electronic records to NARA for preservation and future use by government and citizens. These goals may also be pertinent to private companies and organizations which must consider present and future use of their records by employees, customers, stockholders or the public. Therefore, consider these specific ways in which NARA assesses PDF records.

These records must comply with PDF versions 1.0 through 1.4, and versions will be updated as necessary. PDF records must not contain any security settings that would prevent NARA from opening, viewing or printing them, thus hampering its efforts for long term migration and preservation. Some records with special features (digital signatures, links, embedded files) have to be dealt with on a case-by-case basis.

Records converted to PDF from their native electronic formats must have embedded fonts that will insure visual reproduction of all text as originally created. Scanned images of paper records that were converted to PDF must have been scanned to minimum image specifications set by NARA. PDF records with embedded searchable text based on OCR (Optical Character Recognition) must be identical in content and appearance to the source document.

For each PDF transfer, an agency must identify the software (and version) used in its creation and the operating system (and version) if these are available. External finding aids should accompany the transfer as well.

The five other topics for which NARA sets out transfer instructions are e-mail messages and attachments; scanned images of textual records; digital photographic records; digital geospatial data records; and web content records. If some of these are relevant to your organization, the NARA instructions may be a good starting point for migration considerations.

Thinking of migrating data to tape?

Thinking that backup tape will be reliable in times of disaster recovery? Not necessarily, according to Steve Duplessie of the Enterprise Strategy Group, Inc. Writing in September 5, 2006 Computer World, Duplessie states that about 30% of tape recovery efforts will fail. His premise is that sometimes the wrong data or corrupt data gets backed up and then recoveries fail. He says that more companies are using disk for at least part of their backup work, and keeping fresh data on the disks for quicker recovery times. He also opines that backup software is improving, and that Continuous Data Protection is helping recovery times. Duplessie is pleased to see more companies, under the gun of regulations and compliance, taking their disaster recovery efforts in house and learning how to do it themselves in order to be prepared for the worst.

Talk with your storage contractor about migration.

You have various categories of information. Should one category be migrated to a higher level for security or access reasons? Can another category go into a lower tier? Talk with your contractor as you consider these changes in your records and information management program.

ARMA HOSTS EUROPEAN ROUNDTABLE SUMMIT

ARMA (Association of Records Managers and Administrators) International will hold its first European Roundtable Summit on Data Protection on November 14 in Brussels, Belgium. The symposium – "Information Security, Protection, and Preservation: How to ensure business continuity whilst taking into account regulatory compliance, accessibility, and privacy aspects" – will be co-hosted by the International Council on Archives (ICA) and the European Bureau on Libraries, Information and Documentation Associations (EBLIDA). Policy and key decision makers from the European Union have been invited to attend this event, which will include discussions on:

- Trends and challenges in IT security
- Issues of preservation and access
- Long-term preservation of electronic records
- Data privacy
- MoReq2
- 8th Company Law Directive on Statutory Audit/Sarbanes-Oxley

From the ARMA Website:**AUTHOR SOUGHT FOR MANAGEMENT BOOK**

ARMA is seeking an author for a publication on the general management knowledge and skills – presented in a records management context – individuals will need to successfully step into a records management position.

With few exceptions, people moving into the field of records and information management have been trained in another discipline. The new manager is likely to have two immediate needs: the specific policies and practices of records and information manager and the more general knowledge and skills needed for general management. This book is meant to meet this second need.

Issues The typical manager quickly learns that success on the job is going to require skills in financial management, marketing, communications, operating the assigned business units, optimizing people resources and, when things get a bit tough, inspiration and motivation provided by other managers' success stories.

Audience The primary audience is the newly promoted individual who now has records and information responsibilities. Based on the turnover observed within the ARMA International membership, this represents a relatively large audience. There are important secondary audiences for this book:

- The current practitioner who needs a quick refresher course on one of these topics
- Students in collegiate business and RIM programs (Because of its high-level, how-to orientation, this book will be most useful for introductory-level classes.)

What it will look like

The publication will be a paperback with a cover design that implies “quick answers to useful business information I need to know.” The book should include many illustrations, charts, checklists, and other devices that will facilitate the fast problem-solving orientation of the book. The author should include many references to authorities that the reader can consult for more in-depth information.

Potential Topics for “Management Tools for Records Managers” Book Financial

Financial Strategy

- Finance Management – Understanding Reports for Effective Decision Making
- Operating Budgets – How to Create and Sell Them
- Writing an RFP
- Writing a Grant Application

Operations

- Program/Process Analysis
- Aligning Departmental Objectives with Organizational Goals
- Management by Objectives
- Business Decision Making
- Project Management Essentials
- Effective Report Writing – Techniques/Tools

Organizational Dynamics

- Roles/Responsibilities as a Member of the Organization's Management Team
- Peer Relationship Building
- Assembling the Right Team – Job Needs Assessment
- Writing Job Descriptions
- Outsourcing
- Recruiting
- Training
- Coaching
- Performance Reviews

Professional Development

- Meeting Management
- Managing Conflict
- Staff Motivation
- Health and Safety

Marketing/Communications

- Writing Effective Business Communications
- Advertising Departmental Successes to the Organization
- Presentation Skills/Tools
- Winning Support for your Program/Idea – Organizational Buy-in to Program
- Electronic Media – Using Web and other Resources as Internal and External Customer Interface

Business Law for Managers

- Ethics/Corporate Social Responsibility
- Contracts
- Sales/Leases/Warranties
- Employment

Global Managers

- International Law
- Understanding Business and Culture

Interested? Review the ARMA International Author's Primer to learn about ARMA's publication development process, then complete and submit the book proposal submission form to be considered by ARMA's Publications Editorial Board.

NATIONAL ARCHIVES AND RECORDS ADMINISTRATION OFFERS TOOLKIT FOR MANAGING ELECTRONIC RECORDS

Are you looking for help in electronic records management? Searching for a good resource to develop records management policies for electronic records? Trying to find good guidance documents to share with IT and other departments central to the management of electronic records? Then NARA (National Archives and Records Administration) might be a good place to begin your search.

According to NARA, "The Toolkit for Managing Electronic Records is a web portal that provides summary descriptions of a collection of guidance products for managing electronic records and resources ("tools") that have been developed by NARA and other organizations. The Toolkit works much like a library catalog or document index that you can search and browse. The summary descriptions are intended to help you save time and effort. Instead of reading the complete text of the resource to determine its usefulness, you can search and browse this collection of descriptions to see if a resource seems to apply to your needs. If it does, with another click, you can then link to the resource."

"The collection can be searched by topic (what the tool is about—a good place to start), by occupation (the intended audience for the tool), by the organization that created the tool, or within the descriptive text. Alternatively, you can browse through the complete alphabetical list of titles or a complete list of titles arranged by the creating organization to get an overview of the collection. All lists of search or browse results provide a high-level description of the resources. Clicking on the title provides more detailed information about the resource. Clicking on the "Get the Tool" link takes you to the complete resource."

The toolkit can be found at the following link: <http://toolkit.archives.gov/pls/htmldb/f?p=102:1:11077972001844564795>. Other resources available through the National Archives and Records Administration can be found at <http://www.archives.gov>.

BRM is Growing!

These are exciting times to be a part of Business Records Management! 2006 was certainly a remarkable year in many ways, both for our valued customers and for the organization as a whole. In order to grow and expand our services throughout the region, BRM began operating in two new locations in Pennsylvania.

After our purchase of Stonycreek and Steel Curtain in the Central Pennsylvania area, we secured a new facility in Johnstown, fully equipped to offer our full line of services and products to the businesses and organizations that make the area great! Our presence in Johnstown has been a great success thus far, and a big "thank you" goes out to all our clients for their continued support and understanding.

After the dust settled in Johnstown, BRM was looking to the North! In November 2006, we completed the purchase of Records Management Services in Erie, Pennsylvania. BRM acquired the records storage and destruction division of RMS, and began to offer more services to the Erie market. We have worked closely with RMS to ensure a smooth transition, and exciting things are in sight for BRM in Erie.

Of course, none of this would have been possible without you, our valued customers. You are what makes up Business Records Management, and with your continued support we can make 2007 another exciting year!

Congratulations eNewsletter 4th Quarter Winners

Congratulations to **Mr. Doug Fitzsimmons** of Allegheny Health Choices. He received a pair of tickets to watch the University of Pittsburgh basketball team take on Providence College on Saturday, Feb. 10th at the Petersen Events Center. On behalf of everyone at BRM, thanks again and we hope you have a great time!

Employee Profiles



Jeff Black joined the BRM family in June 2006 as a Sales Executive. In this position, Jeff prospects for new accounts and works with clients to help with a variety of services. He thoroughly enjoys working with people and believes that he can be a key contributor to the continued success of

BRM. When he's not working, Jeff likes to spend time with his wife Erin and their dog Rockey. Listening to Country and Blues music and watching sports are favorites of Jeff.



Terri Hicks has been with BRM since October 2005 as a customer service specialist. Terri processes workorders for clients and enjoys speaking with them to make sure they are happy with BRM's service. Terri considers obtaining her degree her greatest accomplishment to date. Outside the office, Terri spends time with her husband Eddie, and their three children, ages 5, 3 ½, and 2. Terri likes to vacation in Houston, Texas, and loves to listen to Christian music.



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