

THE ROCKY MOUNTAIN RECORD NATIONAL ARCHIVES & RECORDS ADMINISTRATION

Preserving Institutional Memory: How Records Management Helps Knowledge Management

Inside this issue:

<i>Cover Story on Knowledge Management</i>	1/2
<i>NARA Archives Records of Concern</i>	1/3
<i>Records Water Damage Recovery Quiz</i>	2/4
<i>Federal Records Center & Records Management Services Offered</i>	3
<i>Records Management Courses Offered Nationwide</i>	3
<i>Upcoming Workshops!</i>	4
<i>Answers to Quiz</i>	4
<i>Look for additional information about "Web Based Training" in future Newsletters!</i>	
<i>Don't miss it!</i>	4

Picture this---Robert Brown retires after 30-years of service to XYZ Agency! With only two weeks left, he is so dedicated that he reports to work well before the official duty time of 6:30am. The department knows that Robert's knowledge involves a special talent; that he is the "go to guy" for nearly everything about department operations. On December 1, 2005, he will retire even though he still loves his job. Everyone wishes him well as he leaves the profession. But, has anyone thought about what Robert will take with him in terms of "knowledge"?

Today, the competitive differentiator - human talent - provides advantages to agencies and private organizations demonstrated through a combination of knowledge management and records management. But, what is knowledge management? Knowledge Management is an umbrella term for making more efficient use of human knowledge that exists within an organization. ARMA International defines Knowledge Management as, "...the name

of a concept in which an enterprise consciously and comprehensively gathers, organizes, shares, and analyzes its knowledge in terms of resources, documents, and people skills. The identification, optimization, and active management of intellectual assets, either in the form of explicit knowledge held in artifacts or as tacit knowledge possessed by individuals or communities." (See ARMA.org) Many books and articles have been written on the subject. One good one is, *Knowledge Management: A Manager's Briefing*, by Dr. William Saffady, published by ARMA International, 1998. In this book, Dr. Saffady states that, "...knowledge is comprehended information that is capable of supporting action; while action is the application of knowledge... **Explicit knowledge** is 'codifiable' in documents, data bases, electronic mail, or other records. It is also exchanged through formal education, meetings, conversations, and other personal interactions. **Tacit knowledge**, by contrast, is acquired through observation, practice, and imitation. It

relies on experience, judgment, and intuition." The fictitious employee, Robert Brown, will take valuable "tacit" knowledge that, if not captured by his agency, can dangerously deplete its intellectual capital. Robert's co-workers might ask, "What is tacit knowledge and how can we capture it before Robert leaves"?

Professor Emeritus T.D. Wilson, of the University of Sheffield wrote that, "'Knowledge' is defined as what we know: knowledge involves the mental processes of comprehension, understanding and learning that go on in the mind and only in the mind, however much it involves interaction with the world outside the mind, and interaction with others. Whenever we wish to express what we know, we can only do so by uttering messages of one kind or another - oral, written, graphic, 'gestural' or even through 'body language'." Professor Wilson says the problem is that organizations, "appear to be with Alice

(Continued on page 2)



Records of Concern

NARA and other federal agencies were forced to reevaluate agency records restrictions in light of the terrorist activities of September 11, 2001. Specifically, NARA seeks to reduce the risk of providing access to materials that might support terrorist activities by identifying records of concern and reinforcing established practices on screening records not yet open to research. These responsibilities must be carefully balanced with the public's legal rights to access federal records.

Prior to 9/11, NARA had restricted access to records but did not use the term, "archival materials of concern" (see, <http://www.archives.gov/research/notices/access-and-terrorism.html>). Some archival materials have been restricted in some way continuously since their transfer to NARA as a result of security classification or Freedom of Information Act (FOIA) exemptions. FOIA, 5 U.S.C. 552, as amended, lists exemptions to the

release of information that apply to records of concern. In addition, the Department of Justice has instructed agencies that it is appropriate to protect information that could enable someone to succeed in causing harm to the Federal Government of the United States under exemption (b)(2). Other authorities are restrictions contained in deeds of gift, the Presidential Recordings and Materials Preservation Act, the Presidential Records Act, and Executive Orders.

(continued on page 3)

The Rocky Mountain Record is issued four times per year to all Federal Agencies whose address is in our data base. If you or someone you know would like to receive the Rocky Mountain Record you may contact us at (303) 407-5720.

Better yet, please provide us with your E-mail address so we can send issues to you electronically via:

workshop.denver@nara.gov

...cont. (Cover Page)

through the looking-glass, listening to Humpty Dumpty's theory of language" when engaged in discussion about knowledge versus information. Professor Wilson asserts that organizations apply meaning to the words and choose their meanings as they see fit as indicated in the quote to Alice. (Wilson Professor Emeritus University of Sheffield, UK Visiting Professor, Högskolan i Borås Information Research, Vol. 8 No. 1, October 2002).

On closer examination, the challenge of Knowledge Management is to determine what information within an organization qualifies as "valuable." All information is not knowledge, and not all knowledge is valuable. The key is to find the worthwhile knowledge within a vast sea of information. Agencies that are approaching 50-year or even 100-year anniversaries need to pull together records to exhibit their histories. Records should be looked at for anniversary purposes and to recollect events gathered from those involved in this act.

Large numbers of experienced people will be leaving their jobs in the coming years and taking a lot of knowledge with them. Their knowledge needs to be captured now! Recognize that the process is not just about recordkeeping but knowledge-gathering. There is a need to reinvigorate interest in agency history. We need clear and concise policies for people turning their record collections over to knowledgeable staff when leaving an organization. Preserving institutional memory should be a goal of each employee. Agencies need more examples showing how past records are useful for

TODAY's work.

Knowledge Management is about people. It is directly linked to what people know, and how what they know can support business and organizational objectives. It draws on human competency, intuition, ideas, and motivations. Although technology can support a Knowledge Management effort, it shouldn't begin there. **Knowledge Management is goal-directed.** It is inextricably tied to the strategic objectives of the organization. It uses only the information that is the most meaningful, practical, and purposeful. **Knowledge Management is ever-changing.** There is no such thing as an immutable law in Knowledge Management. Knowledge is constantly tested, updated, revised, and sometimes even "obsolete" when it is no longer practicable. It is a fluid, ongoing process. **Knowledge Management: Human Potential** is so important to public sector organizations in part because of the prospective loss of employees due to an aging workforce.

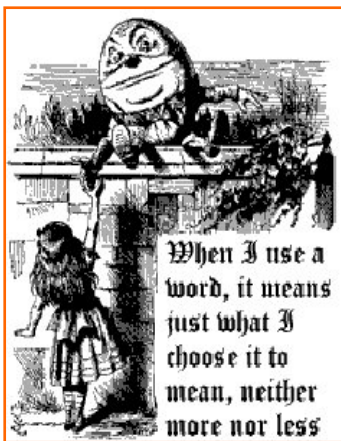
A recent Government Accountability Office (GAO) study indicates that a substantial portion of the federal workforce will become eligible to retire or will retire over the next five to 10 years, and that workforce planning is critical to ensure that agencies have sufficient and appropriate staff to account for these retirements. Oftentimes, when people leave an organization, they take a wealth of knowledge about their jobs with them. Therefore preservation is critical in both Records Management and Knowledge Management! (See <http://www.dod.mil/comptroller/icenter/learn/knowledgeman.htm>)

Knowledge management and records management are closely related. An agency's records no matter the media are the explicit knowledge and intellectual property of the business. Likewise, knowledge management involves the tacit knowledge of an organization or business

and is also considered intellectual property of the business. Dr. Saffady says that, "the explicit knowledge they [records] contain remains available after employees depart... but for records managers, knowledge management presents both challenges and opportunities. Drawing on their expertise and experience, records managers can make a valuable contribution to their organization's knowledge management initiatives by keeping both records and recorded knowledge current and properly preserved." Dr. Saffady lists several steps records managers can take to contribute to knowledge management: (1) Prepare yourself: learn more about knowledge management. (2) Get involved: participate in your organization's knowledge management initiatives. (3) Learn about the enabling technologies: become familiar with IT information technology such as electronic document imaging and electronic document management. (4) Above all, do your job: if a records management program is intelligently conceived and systematically implemented, knowledge management initiatives will benefit.

Decisions must be made as to whether to minimize loss and risk, improve organizational efficiency, or embrace innovation, knowing that knowledge management and records management efforts and initiatives add great value to an organization.

See ARMA's web site for a variety of books on records and knowledge management at : www.arma.org



(Wilson Professor Emeritus University of Sheffield, UK Visiting Professor, Högskolan i Borås Information Research, Vol. 8 No. 1, October 2002).

Records Water Damage Quiz

(Answers on back page)

Questions True or False

STATEMENT 1 — Cleaning of wet, fire-damaged materials is highly recommended within the first hour.

STATEMENT 3 — Dirt, mud and other debris should be allowed to dry on books for easy cleaning process.

STATEMENT 2 — Wet, film-based materials, some photographic materials and computer media should be cleaned in distilled water.

STATEMENT 4 — Wet-stabilization is a prolonged measure to be taken for proper records recovery.



Records Management Services

The Rocky Mountain Region is known for its beauty and breathtaking mountain terrain. The Records Management Division is known for its guidance, assistance, and services to agencies in managing effective records program. Services offered are:

- General Records Management Assistance
- Electronic Records Management
- Forums and Conferences
- Scheduling and Appraisal
- Targeted Assistance
- Training and Publications
- Vital Records & Disaster Recovery
- On-line Resources

Records Management Division
NARA's Rocky Mountain Region
Building 46

Denver Federal Center
West 6th Avenue & Kipling Street Denver
CO 80225

For More Information:

Phone: 303-407-5720

Fax: 303-407-5731

E-Mail: workshop.denver@nara.gov



Waterton Canyon, Denver, CO
 National Park Service (2004)

Records Management Courses Offered Nationwide

Once again in FY 2006, NARA will be delivering records management training at NARA regional facilities, the National Archives at College Park, and other locations across the country. NARA offers courses in six "Areas of Knowledge" "KA" that are relevant to anyone responsible for managing Federal records. Individuals taking the courses offered will receive a comprehensive overview of managing infor-

mation by performing practical, task-oriented, hands-on exercises with each course. Upon completion of the courses, participants will have the information and skills necessary to perform their records management duties efficiently and effectively. Examinations are offered for those completing KA2 through KA 6 and those who pass receive a certificate.

* KA1— Records Management Overview

* KA2 — Creating & Maintaining Agency Business Information

* KA 3 — Records Scheduling

* KA 4 — Records Schedule Implementation

* KA 5 — Asset and Risk Management

* KA 6 — Records Management & Program Development

NOTE: Denver's Tentative Workshop Schedule on Page 4

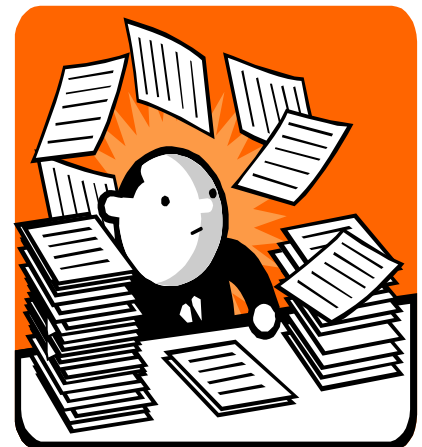
NARA Certificate of Federal Records Management Training is signed by the Archivist of the United States!

...Records of Concern

NARA's goal in identifying records of concern is to minimize the risk that NARA-held archival materials might aid terrorists or their supporters with: (1) stealing a person's identity through access to names with Social Security Numbers; (2) targeting or planning a terrorist attack on a public site; (3) exploiting information about security, evacuation, and other emergency planning to maximize damage following an attack; and (4) obtaining information about potential weapons for purposes of destruction.

To the extent possible, NARA is consulting with representative of the agencies of origin and the Federal Emergency Management Agency (FEMA) to determine whether current circumstances warrant a change in access provi-

sions for specific records of concern. These consultations with Government officials may result in screening records that have previously been open without screening. Additional measures, such as withdrawing a file from public access, may be required in rare cases. Ultimately, NARA's objective is to be responsible in finding records of concern materials and restricting them, while being cautious in not limiting access to public records.



Tentative Workshops: FY06



NOTE: This is a preliminary schedule. Dates and locations are subject to change. For the most up-to-date information visit our web site:

<http://www.archives.gov/records-mgmt/training>

ANSWERS: Records Water Damage Quiz

ANSWERS

(Cont. from page 2)

- (1) **False.** Cleaning of wet fire-damaged materials is not recommended. These records should be allowed to dry and specific steps followed thereafter.
- (2) **False.** Wet, film-based materials and photographic and computer media should be rinsed in clean tap water as part of the recovery process.
- (3) **False.** Dirt, mud, and other debris should not be allowed to dry on documents. These contaminants should be removed immediately.
- (4) **False.** Wet-stabilization is an interim measure, an option to be used only for a limited period of time until treatment can be undertaken.

(See, *An Ounce of Prevention: Integrated Disaster Planning for Archives, Libraries, and Record Centers*, Wellheiser and Scott, 2002) and *36 CFR 1228, Facility Standards for Records Storage Facilities* http://www.archives.gov/records_center_program/guide.html



February 2006		
February 16	KA1 Records Management Overview	Denver, CO
February 22	Basic Records Operations (BRO)	Albuquerque, NM
March 2006		
March 1-2	KA 2 Creating and Maintaining Agency Business Information	Denver, CO
March 8	Basic Records Operations (BRO)	Denver, CO
March 9	Program Manager's Briefing: Recordkeeping A Program Manager's Survival Guide	Denver, CO
April 2006		
April 4-5	KA 3 Records Scheduling	Denver, CO
April 25-26	KA 5 Asset and Risk Management	Denver, CO
June 2006		
June 6-7	KA 4 Records Schedule Implementation	Park City, UT
June 8	KA 6 Records Management Program Development	Park City, UT
June 13-14	KA 2 Creating and Maintaining Agency Business Information	Albuquerque, NM
June 27	IT Briefing: Records Management: A Survival Guide for Information Technology Professionals	Albuquerque, NM
June 28	Program Manager's Briefing: Recordkeeping A Program Manager's Survival Guide	Albuquerque, NM
July 2006		
July 11-12	Disaster Preparedness	Denver, CO
July 13	IT Briefing: Records Management: A Survival Guide for Information Technology Professionals	Denver, CO
July 25	Legal Briefing: The Case for Records Management Issues for Federal Agency Counsel	Denver, CO
August 2006		
August 15-16	KA3 Records Scheduling	Albuquerque, NM
August 17-18	KA4 Records Schedule Implementation	Albuquerque, NM
August 29-30	KA5 Asset and Risk Management	Albuquerque, NM
August 31	KA6 Records Management Program Development	Albuquerque, NM

See Course listings and descriptions at:

<http://www.archives.gov/records-mgmt/training/descriptions-fy05.html>



STAY TUNED FOR THE WEB LINK TO THE NEW "WEB BASED TRAINING"

DON'T MISS IT!