

Records Management Interagency Coordinating Council



Biennial Report

2015-2016

November 2016

Council Members and Delegates

Chair, Margaret Hermesmeier, Division Chief and Records Management Officer
Office of the Attorney General
Representing the Attorney General

Vice Chair, Todd Kimbriel, Deputy Executive Director
Department of Information Resources
Representing the Department of Information Resources

Morgan Gieringer, Head, Special Collections
University of North Texas Libraries
Representing Texas universities, serving as auxiliary voting member

Vincent Houston, Director Administrative Services Division
Office of the Secretary of State
Representing the Secretary of State

Daniel Julien, Information Technology Coordinator
Texas Historical Commission
Serving as auxiliary voting member

Hope Morgan, Director of Technology Research
Health and Human Services Commission
Serving as auxiliary voting member

Stephen Quick, Records Management Officer
Office of the Comptroller of Public Accounts
Representing the Comptroller of Public Accounts

Michael Reagor, Audit Research Specialist
Texas State Auditor's Office
Representing the State Auditor, who serves as a non-voting member

Mark Smith, Director and Librarian
Texas State Library and Archives Commission
Representing the Texas State Library and Archives Commission

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Part I: Executive Summary

The Records Management Interagency Coordinating Council (RMICC) reviews the activities of member agencies, studies other records management issues, and submits reports of its findings to the governor and Legislature in even-numbered years. It also adopts policies (which are adopted in turn as rules by each member agency) that coordinate the members' records management activities and make other improvements to state records management.

During the 2015-2016 reporting period, RMICC has supported the continued progress of the University Records Management Committee (URMC); fostered the establishment of a Records Management State Agency Coordinating Committee's (SACC) Subcommittee to identify, communicate, and support opportunities for improvements across state agency records management practices; and established an Electronic Records Review Panel to identify initiatives relating to electronic records and report to RMICC about these initiatives. Based on the work of the Council, RMICC has several recommendations to the Legislature, state agencies, and the Texas State Library and Archives Commission.

Recommendations to Improve Records Management Programs

To the Legislature

RMICC fully supports the following Texas State Library and Archives Commission (TSLAC) Exceptional Items:

- Greater Transparency of State and Local Government

Hiring two additional government information analysts to assist state and local records managers in meeting legal obligations regarding records management brings enormous benefits to the state. These important outcomes include supporting government transparency and efficiency, as well as providing tangible savings to state and local agencies. Each TSLAC records analyst saves state and local agencies approximately \$138,000 in training and consultation each year.¹ Effective records management practices eliminate costs associated with storage and maintenance of records that can be eliminated. TSLAC currently has only six government information analysts to serve over 10,000 state and local agencies with records management. This is a ratio of approximately 1,700 agencies to one analyst.

¹ The cost savings figure is calculated by totaling the value (i.e., average market hourly rate) of training and professional consulting services less any direct training fees paid to the agency. The total cost savings figure (\$1,652,129 for FY14-15) is then divided by the six analysts for the per analyst annual cost avoidance figure of \$138,000.

- **Strengthening Agency Computer and Physical Security**

The agency's request to implement the recommendations of the Gartner IT security study, which was commissioned by DIR in 2015, is critical to modernize and protect the agency's technology infrastructure. The request would equip the agency to hire an Information Security Officer and a security analyst (key recommendations of the study), as well as to implement infrastructure security enhancements as detailed by the report. TSLAC's extensive archival holdings contain a significant amount of personally identifiable information that is confidential, and much of it in electronic format. A breach of those materials would represent a significant liability to the state.

- **Recruiting and Retaining an Agency Workforce to Deliver Mandated Services**

To be competitive in areas that are critical to the core mission of TSLAC, key positions need to have market adjustments to salaries to allow the agency to meet legal obligations in providing mandated services. The average currently paid by the agency in targeted key positions is below both the midpoint of the state salary range and the average paid for the same positions by other state agencies. Recruitment and retention of a qualified agency workforce will allow greater value in delivery of services to state and local government and constituents.

- **Maintaining Relationship Between TSLAC and RMICC**

As TSLAC conducts a self-review in preparation for their upcoming sunset review in 2019, RMICC recommends the continuation of the TSLAC and RMICC partnership. Continuation of this partnership will help ensure information access is provided to citizens, and that transparency is supported through compliant state government records management programs.

To State Agencies

Identify solutions for managing the explosion of information contained in numerous electronic systems throughout the state. Agencies can also contribute significantly towards improvements for managing government records with these two recommendations:

- Improve executive alignment of the agency's records management program to facilitate proactive management and best practice.
- Increase and promote electronic records management collaborations.

Records management programs in state agencies, local governments, and universities should be aligned with the compliance office or with a similar department having the authority and resources to apply records management policies throughout the entire organization.

To the Texas State Library and Archives Commission

TSLAC should expand its records management outreach through ongoing partnerships with RMICC, SACC's Records Management Subcommittee, and other state agencies.

The State and Local Records Management Division (SLRM) of TSLAC works with state agencies, local governments, and universities on records related issues through Records Management Officers in each organization. In an effort to gain a comprehensive understanding of how electronic records are being collected and used within agencies, RMICC recommends also reaching out to the Information Resource Managers within those organizations. Instead of creating a separate survey, RMICC recommends that SLRM develop a set of records management based questions for inclusion in the biennial Information Resources Deployment Review survey conducted by DIR.

The Annual e-Records Conference, co-sponsored by TSLAC and DIR, is a very successful and effective educational activity for government information management professionals. Continuation of this partnership between TSLAC and DIR to provide this educational opportunity is recommended.

Project Reports

University Records Management Committee

The University Records Management Committee (URMC) was established to analyze the status of records management programs in Texas's higher education institutions; to encourage collaboration among the various university records management professionals; investigate best practices to develop a model university records management program; and make recommendations to the State and Local Records Management Division of the Texas State Library and Archives Commission (TSLAC) – especially in the development of a university general retention schedule.

The Records Management Assistance unit of TSLAC and the URMC Steering Group continued to develop the Texas State Universities Records Retention Schedule (URRS) in 2015 and 2016. The draft URRS was completed and distributed to Texas universities in early 2016. The URRS is a product of a six year project involving staff from the Texas State Library and Archives Commission, various Texas State Universities (including Texas State University, Texas Tech University, Texas A&M University, The University of Texas at Austin, The University of Texas Medical Branch at Galveston, and The University of Texas Health Science Center at San Antonio.) The URRS will become an administrative rule of the Texas State Library and Archives Commission.

During the next biennium, the URMC will move forward on identifying the next area of focus. URMC previously identified nine strategic directions to research and develop (*See page 10 of this document*). Work in these areas will provide practical records management resources to

university records professionals so they can respond to the unique records and information management needs within institutions of higher education.

SACC Records Management Sub-Committee

RMICC collaborated with TSLAC to foster a Records Management Subcommittee under the State Agency Coordinating Committee (SACC). This is an opportunity to bring awareness of the importance of records management and related issues to the executive level of the state's largest agencies which comprise the membership of SACC. At the May 2015 SACC meeting TSLAC and RMICC requested SACC form a Records Management Subcommittee. SACC approved the request and coordinated with the SACC member agencies to appoint members to the SACC Records Management Subcommittee.

The outcomes of establishing this new subcommittee will include improved awareness and standardization across agencies of records management compliance with state laws, of the benefits for applying records management principles, and of agency records management issues.

Electronic Records Review Panel

Supporting the development of guidelines and best practices for the transition of electronic records to the Texas Digital Archive is a RMICC strategic initiative. The Electronic Records Review Panel (ERRP) was formed in 2015 as part of this RMICC initiative.

ERRP's goal is to foster and facilitate better communication between various electronic records initiatives across the state and the development of the Texas Digital Archives. By identifying electronic records related initiatives, ERRP will keep RMICC informed of such developments across the state. ERRP will also contribute to developing solutions to issues these initiatives address.

This biennial report details RMICC's background, activities, findings and recommendations. We encourage review of the full report for more information regarding the work of the Council and subcommittee recommendations.

Part II: Background of RMICC

Composition, Charges, Mission and Goals

The Records Management Interagency Coordinating Council was established by Senate Bill 366 of the 74th Legislature. It replaced the State Library and Archives Commission's Records Management and Preservation Advisory Committee, which was abolished by the same act. During the 75th Legislative Session, RMICC's responsibilities were expanded to implement Senate Bill 897. During the 78th Legislative Session, RMICC's members were expanded to include one faculty member of a public senior college or university and two executive branch state agency information resource managers. The 80th Legislative Session removed one member from the Council. (Government Code 441.203)

The Council is composed of the following officers or the officer's designee:

- (A) the Secretary of State;
- (B) the State Auditor, who serves as a nonvoting member;
- (C) the Comptroller of Public Accounts;
- (D) the Attorney General;
- (E) the Director and Librarian, State Library and Archives Commission;
- (F) the Executive Director, Department of Information Resources; and
- (G) auxiliary voting members appointed by the chair of the council with the consent of a majority of the permanent members of the council. The auxiliary voting members are composed of the following:
 - (1) one faculty member of a public senior college or university, as defined by the Education Code, §61.003, who has demonstrated knowledge of records and information management; and
 - (2) two individuals who serve as information resources managers, under the Government Code, §2054.071, for state agencies in the executive branch of government.

The Council is charged to:

- (1) review the activities of each member agency that affect the state's management of records;
- (2) study other records management issues; and
- (3) report its findings and any recommended legislation to the governor and the Legislature.

Mission Statement:

RMICC coordinates the management of government records by:

- Informing the Legislature on records management issues and making recommendations to improve records management processes and accountability;
- Facilitating the transition from paper to electronic records; and
- Developing consistent records management in state agencies.

Goals for 2017-2018:

- To facilitate the awareness of and access to practical and appropriate records management resources for state and local government entities.
- To support the Texas State Library and Archives Commission in the further development of the Texas Digital Archives.
- To support initiatives for the appropriate development of electronic records management for state and local government.

History and Accomplishments

The organizing meeting of the Records Management Interagency Coordinating Council was held on November 30, 1995. RMICC's chair rotates among the voting members. In the last 21 years, RMICC, with the help of state agencies and state universities, has published biennial reports and special projects reports, and fostered formation of records management focus groups including:

- Formation of the SACC Records Management Subcommittee (2016)
- Formation of the Electronic Records Review Panel (2015)
- Educational material for legislators and for state agencies and universities (2014)
- University Records Management Committee Report (2012)
- Best Practices Committee Report with Records Management (2012)
- Best Practices Committee and University Records Management Committee Reports (2010)
- Records Management Officer Job Guidelines (2008)
- Electronic Records Management in Texas Government Survey Report (2003)
- Electronic Records Research Report (1998)

Publications are available on the Council's website at www.rmicc.state.tx.us as standalone reports or as attachments to biennial reports.

Role in Current and Future State Government Records Management

RMICC's members represent major guiding forces in state government. These member agencies have vested interests in their own and other agencies' records management practices. Working together, RMICC's members provide necessary and unique perspectives to current and future records management challenges and solutions as seen in the examples below.

The Texas State Library and Archives Commission continues to provide records management assistance and archival services to all state agencies.

- Records management assistance services include standard retention schedules, administrative rules, agency retention schedule review and approval, training,

consulting, inactive records storage, imaging and micrographic services. The commission also works with agencies using Council on Competitive Government's digital imaging services and secure document destruction contracts.

- Archival services include archival record review and archival record accession into the State Archives. The state archivist and archival staff identify and protect historical records as well as those records being created today. The State Archives provides access to archival materials for educators, students, researchers, government entities and others.

The Department of Information Resources is the technology expert, providing administrative rules as well as the ability to purchase technology solutions. Their close association with RMICC focuses on records created, stored, managed or migrated in various technologies.

The Office of the Comptroller provides oversight and guidance to agencies regarding financial, payroll, travel and other fiscal areas. For example, a travel audit may highlight areas in which procedures and information may be improved by an agency's records management practices. The Comptroller's centralized technology implementations (i.e., Project One, USAS, USPS, SPA, HRIS) affect agencies' records and retention schedules.

The Office of the Attorney General provides the legal perspective to agencies regarding records needed for litigation and the discovery process including e-discovery. The office also investigates citizen complaints regarding difficulty accessing agencies' records under the Public Information Act or the Open Meetings Act.

Each member of RMICC contributes to a balanced and informed view of records management in Texas government today.

Electronic records have been a major focus for RMICC for more than a decade. Technology changes quickly, and agencies sometimes struggle to manage electronic records and keep policies current as new technologies are adopted. Social media, cloud and mobile computing were not the hot topics in 1995 that they are in 2016. The Council will continue to study electronic records management at state agencies and make future recommendations to the Legislature.

Part III – RMICC Project Reports

University Records Management Committee

The University Records Management Committee (URMC) was established to analyze the status of records management programs in Texas's higher education institutions; to encourage collaboration among the various university records management professionals; investigate best practices to develop a model university records management program; and make recommendations to the State and Local Records Management Division of the Texas State Library and Archives Commission (TSLAC) – especially in the development of a university general retention schedule.

Current Project Update

The Records Management Assistance (RMA) unit of TSLAC and the URMC Steering Group continued to develop the Texas State Universities Records Retention Schedule (URRS) in 2015 and 2016. This project was supported with participation from staff members representing the Texas State Library and Archives Commission and various Texas State Universities (including Texas State University, Texas Tech University, Texas A&M University, The University of Texas at Austin, The University of Texas Medical Branch at Galveston, and The University of Texas Health Science Center at San Antonio). The URMC Steering group met bi-weekly to review and discuss records series. Each records series was compared across all applicable rules, statutes, professional guidelines, and benchmarks. Over the course of the project, the steering group reviewed over 500 unique records series.

A draft of the URRS was distributed in April 2016 to Texas universities. The URRS was benchmarked against applicable laws, the Texas State Records Retention Schedule, applicable Local Government Schedules published by TSLAC, various Texas universities, statewide retention requirements in other states (including Florida, Kentucky, Oklahoma, and South Carolina), and the guidelines of the American Association of Collegiate Registrars and Admissions Officers (AACRAO).

The URRS will be reviewed by all URMC participating universities by the end of 2016, and will become a new administrative rule of the Texas State Library and Archives Commission. Universities will then use the URRS for developing and maintaining institutional records retention schedules rather than using the Texas State Records Retention Schedule which is more applicable to state agencies. The URRS will benefit universities by helping to make the records retention schedule development and maintenance process more efficient.

Future Projects

The URMC's core focus has nine strategic elements. These strategic elements address unique records and information management needs of institutions of higher education. These strategic elements are listed below with brief descriptions. The URMC will continue to identify appropriate areas to address unique records and information management needs for

institutions of higher education. In addition, the URMIC will explore ways to collaborate with other workgroups such as the SACC Records Management Subcommittee and the Electronic Records Review Panel.

1. Records Management Policies and Procedures

Policies and procedures are essential for the framework of a successful records and information management (RIM) program. Policies and procedures outline how the RIM program will be administered. The URMIC plans to review and assess existing RIM policies and procedures and develop models for RIM policy and procedure templates and checklists. These procedure templates and checklists will take into account administrative requirements for academic processes, processes involving student services, research projects and grant documentation, and other common processes of institutions of higher education.

2. Role and Scope of a University Records Management Program

Each university system or university currently implements its RIM program in a manner that best fits the needs of the institution. One primary purposes of the URMIC is to develop standards, best practices, and toolkits for a “model” university RIM program. Such a model would serve as a guide for RIM program development and as a benchmark for program improvement. Another opportunity for URMIC to contribute a best practice model is to address how the RIM function may fit within the organizational structure. URMIC plans to identify the most effective placement of a RIM program within an institution, and develop a best practice model that will encourage collaboration between the RIM program and the institution’s compliance, audit, and information technology functions.

3. Coordination of Records Management Requirements

Coordinating a RIM requirements across an institution requires collaboration with functional units across the institution. A generally accepted model within higher education is to utilize department-based coordinators for department level RIM tasks. The URMIC will be conducting a review of multiple programs in Texas universities that utilize this model and determining how it can optimally be adapted at both a large and small university settings. This approach has the advantage of utilizing existing institutional resources for improving RIM practices across the institution.

4. Records and Information Management Training

Training typically has a positive effect for compliance with RIM programs. To facilitate implementation of effective RIM training initiatives at institutions, URMIC will review existing RIM training programs across multiple institutions to determine best practices that may be considered by institutions.

5. Requirements for Electronically Stored Information

The URMIC will address the unique electronic information management needs of higher education. For example, research activities present specific electronic information management issues. URMIC plans to develop best practices for implementing electronic

information management across line of business applications, including imaging, shared storage, and appropriate disposition processes. In addition, URMIC plans to develop best practices and guides to foster improved communication between RIM programs and information technology departments, ultimately to improve the management of electronic information.

6. Email Management

Institutions of higher education have unique challenges associated with managing email. These institutions have a wide range of subject matter recorded in email that requires classification for the purpose of appropriate retention. URMIC plans to develop practical tools for implementing best practices for email management which address the unique challenges of these institutions.

7. Archival Processes and Appraisal

An effective records and information management program along with effective processes for preserving archival institutional records is important for documenting and preserving an institution's history. It is common for a records management program and the university archives to be independent of one another. However, collaboration between them is critical. URMIC plans to review existing collaborations between records management programs and university archives in an effort to develop best practices and templates for procedures and process workflow. These tools will be helpful to institutions in their process design for transferring archival records to the archives.

8. Social Media

URMIC plans to address the role of records management and information governance in regards to social media and universities.

9. Digital Archives and Imaging

URMIC plans to assess the need for digital repositories for archival records and identify imaging tools that may improve productivity and collaboration within institutions.

Committee Background

Original Purpose and Charge

The University Records Management Committee ("Committee" or "URMIC") shall exist:

1. To perform an analysis of the status of records management programs in Texas's higher education institutions, while serving as a tool for strengthening communication and encouraging collaboration among records management professionals ;
2. To develop best practices for the development of a model university records management program which could be used in the creation of new records management programs and also the assessment and strengthening of existing programs in higher education institutions within Texas; and

3. To make recommendations to the State and Local Records Management Division of the Texas State Library and Archives Commission (TSLAC).

In fulfilling this purpose, the Committee will evaluate:

1. The status of records management programs in Texas's higher education institutions through surveying Records Management Officers and other records management professionals ;
2. Major facets of an effective records management program in a higher education environment;
3. Methods of communication and collaboration among records management professionals in Texas's higher education; and
4. Current guidelines and best practices that shape the development and operation of university records management programs in Texas.

Goals:

1. To evaluate current records management activities in Texas's public universities and develop best practices and ultimately a model records management program that is specifically targeted towards the needs of records managers in a higher education environment.
2. To ensure the model records management program is clear, has aspects that are easily understandable and applicable across organizations and emphasizes collaboration throughout the organization. The model program will be based on evaluation of records managers in Texas public higher education, but will be able to serve as a resource for both public and private institutions in the development and continued improvement of records management programs.
3. To encourage communication and foster collaboration among records management professionals in Texas's higher education.
4. To make recommendations to the State and Local Records Management Division of TSLAC that will align with existing TSLAC goals in the betterment of university records management activities within the state of Texas.

SACC Records Management Sub-Committee

RMICC collaborated with the Texas State Library and Archives Commission (TSLAC) to foster a Records Management Subcommittee under the State Agency Coordinating Committee (SACC). This is an opportunity to bring awareness of the importance of records management and related issues to the executive level of the state's largest agencies which comprise the membership of SACC. At the May 2015 SACC meeting TSLAC and RMICC requested SACC form a Records Management Subcommittee. SACC approved the request and coordinated with the SACC member agencies to appoint members to the SACC Records Management Subcommittee.

Records Management Subcommittee Members/Alternates are:

Keith Romel Sheila Anderson	Texas Department of Aging and Disability Services
TJ Wasden, Co-chair	Texas Department of Family and Protective Services
Rebecca Malcolm	Texas Department of Information Resources
Amanda Arriaga Sarah Hendricks, Chair	Texas Department of Public Safety
John Schooley	Texas Department of State Health Services
Jenny Singer	Texas Health and Human Services Commission
Patricia Fontenot	Texas Commission on Environmental Quality
Karen Hall	Texas Department of Criminal Justice
Mike Powers Christina McClaferty	Texas Department of Insurance
Dana Colbert	Texas Education Agency
Karol Davidson	Texas Juvenile Justice Department
Peggy Kunze	Texas Parks and Wildlife Department
Craig Kelso Nanette Pfiester	Texas State Library and Archives Commission
Carolyn Williams Elida Arriaga	Texas Workforce Commission
Jessica Velie, Secretary	Texas Department of Transportation
Subject Matter Experts Assisting the Subcommittee	
Margaret Hermesmeier	Records Management Interagency Coordinating Council, Chair
Craig Kelso	Texas State Library and Archives Commission

Current Project Update

The subcommittee has held three organizational meetings. The first meeting was held June, 13, 2016. The subcommittee adopted bylaws and obtained SACC's approval of the bylaws. The Records Management Subcommittee plans to provide regular updates to SACC as appropriate. TSLAC is a member of the subcommittee as per the bylaws. A representative from RMICC is expected to participate as a subject matter expert and resource for the subcommittee. The subcommittee elected officers for terms effective September 1, 2016.

Future Plans

The Records Management Subcommittee plans to provide regular updates to SACC as appropriate. TSLAC and RMICC are expected to participate as subject matter experts and resources for the subcommittee. The outcomes of establishing this new subcommittee will include improved awareness across agencies of records management compliance with state laws, of the benefits for applying records management principles, and of agency records management issues.

Electronic Records Review Panel

Current Project Update

A RMICC strategic initiative is to help support the development of guidelines and best practices for the transition of electronic records to the Texas Digital Archive. The Electronic Records Review Panel (ERRP) was formed in 2015 to pursue this strategic initiative.

ERRP's goal is to foster and facilitate better communication between various electronic records initiatives across the state and the development of the Texas Digital Archives. By identifying electronic records initiatives and related initiatives, ERRP will keep RMICC informed of these developments across the state. ERRP will also contribute to developing solutions to issues these initiatives address.

ERRP has reported to RMICC about the following developments related to electronic records in the state:

- State Agency Coordinating Committee (SACC) approved the creation of a new Records Management Subcommittee.
- The Texas State Library and Archives Commission's State and Local Records Management Division announced a review of their administrative rules including their electronic records guidance.
- The State Archivist, Jelain Chubb, announced the Texas State Library and Archives Commission had secured funding for the Texas Digital Archives from the legislature in the 84th Legislative Session.
- A State Data Coordinator position through the Texas Department of Information Resources was created. Ed Kelly is the State Data Coordinator and serves on the newly formed Interagency Data Transparency Commission Community. Mr. Kelly attended an ERRP meeting and shared information about the initiatives to study public data structure.

Current ERRP Members:

- Mark Myers, Chair
Texas State Library and Archives Commission/ Archives and Information Services
- Margaret Hermesmeyer
Office of the Attorney General of Texas
- Craig Kelso
Texas State Library and Archives Commission/ State and Local Records Management Division
- Rebecca Malcolm
Texas Department of Information Resources
- Hope Morgan
Texas Health and Human Services Commission
- Angela Ossar
Office of the Governor
- Nannette Pfiester
Texas State Library and Archives Commission/ State and Local Records Management Division

Part IV: Recommendations

RMICC offers several key recommendations to the Legislature to improve records management programs for Texas state agencies and universities.

Recommendations to the Legislature

RMICC fully supports the following Texas State Library and Archives Commission (TSLAC) Exceptional Item Requests.

- Greater Transparency of State and Local Government

Hiring two additional government information analysts to assist state and local records managers in meeting legal obligations regarding records management brings enormous benefits to the state. These important outcomes include supporting government transparency and efficiency, as well as providing tangible savings to state and local agencies. Each TSLAC records analyst saves state and local agencies approximately \$138,000 in training and consultation each year.² Effective records management practices eliminate costs associated with storage and maintenance of records that can be eliminated. TSLAC currently has only six government information analysts to serve over 10,000 state and local agencies with records management. This is a ratio of approximately 1,700 agencies to one analyst.

- Strengthening Agency Computer and Physical Security

The agency's request to implement the recommendations of the Gartner IT security study, which was commissioned by DIR in 2015, is critical to modernize and protect the agency's technology infrastructure. The request would equip the agency to hire an Information Security Officer and a security analyst (key recommendations of the study), as well as to implement infrastructure security enhancements as detailed by the report. TSLAC's extensive archival holdings contain a significant amount of personally identifiable information that is confidential and much of it in electronic format. A breach of those materials would represent a significant liability to the state.

The resources of TSLAC, which includes the State Archives, are priceless. A Gartner study identified areas for which improvements were recommended to achieve better security of agency systems and resources.

² The cost savings figure is calculated by totaling the value (i.e., average market hourly rate) of training and professional consulting services less any direct training fees paid to the agency. The total cost savings figure (\$1,652,129 for FY14-15) is then divided by the six analysts for the per analyst annual cost avoidance figure of \$138,000.

- Recruiting and Retaining an Agency Workforce to Deliver Mandated Services

To be competitive in areas that are critical to the core mission of TSLAC, key positions need to have market adjustments to salaries to allow the agency to meet legal obligations in providing mandated services. The average salary currently paid by the agency in targeted key positions is below both the midpoint of the state salary range and the average paid for the same positions by other state agencies. Recruitment and retention of a qualified agency workforce will allow greater value in delivery of services to state and local government and constituents.

- Maintaining Relationship Between TSLAC and RMICC

As TSLAC conducts a self-review in preparation for their upcoming sunset review in 2019, RMICC recommends the continuation of the TSLAC and RMICC partnership. Continuation of this partnership will help ensure information access is provided to citizens, and that transparency is supported through compliant state government records management programs.

Recommendations to State Agencies

Identify solutions for managing the explosion of information contained in numerous electronic systems throughout the state. Agencies can also contribute significantly towards improvements for managing government records with these two recommendations:

- Improve strategic organizational alignment of the records management program to better support information governance for the organization
- Develop electronic records management partnerships

Records management programs in state agencies, local governments, and universities should be aligned with the compliance office or with a similar department having the authority and resources to apply records management policies throughout the entire organization. Executive level records management support is crucial to effectively communicate, encourage, monitor, train and ensure that all departments comply with Texas Government Code Chapter 441 regarding Records Management, Texas Government Code Chapter 552 regarding the Public Information Act, and all applicable internal policies for managing records, regardless of media.

Agencies should create executive level, cross-functional, internal partnerships to address electronic records management. Partners should include executive, management, compliance, records management, information technology, archives, legal, audit, emergency management, departments, program areas, records creators, and other stakeholders as appropriate. Leadership is the key to successfully aligning records management in the organization. It must begin with the agency leader and senior management, but it cannot stop there. Records management touches all aspects of an organization and state agencies and universities should

have an approach that allows the records manager to contribute significantly to achieving effective records management and overall agency goals.

In today's environment where all levels of an agency are creating electronic records, records management programs may find it challenging to appropriately manage the deluge of information the agency creates. In addition, records managers are most likely not the legal authority, the information technology specialist, or the subject matter expert for every business unit of the agency. To conduct a compliant records management program that fosters appropriate public information access and transparency, it is important for agencies to create executive level, cross-functional, and internal partnerships to support the framework the records management program requires.

The management of business records by state agencies and universities is a fundamental responsibility of government. The purpose of records management is to ensure that an agency's business records are authentic and available to support the mission and operation of the agency.

Recommendations to the Texas State Library and Archives Commission

The Texas State Archives and Archives Commission (TSLAC) should expand its records management outreach through ongoing partnerships with RMICC, SACC's Records Management Subcommittee, and other state agencies.

The State and Local Records Management Division (SLRM) of TSLAC works with state agencies, local governments, and universities on records related issues through Records Management Officers in each organization. In an effort to gain a comprehensive understanding of how electronic records are being collected and used within agencies, RMICC recommends also reaching out to the Information Resource Managers within those organizations. Instead of creating a separate survey, RMICC recommends that SLRM develop a set of records management based questions for inclusion in the biennial Information Resources Deployment Review survey conducted by DIR.

The Annual e-Records Conference, co-sponsored by TSLAC and DIR, is a very successful and effective educational activity for government information management professionals. The conference seeks to improve electronic records management in Texas government by bringing together staff responsible for and interested in records management and information technology. Attendance for the conference has been growing each year. In 2013 there were 326 conference attendees, growing to 350 attendees in 2014, and to 420 attending in 2015. RMICC recognizes the tremendous opportunity this conference provides for state and local governmental organizations to share and discuss electronic records management issues and solutions. Continuation of this partnership between TSLAC and DIR to provide this educational opportunity is recommended.

As TSLAC conducts a self-review in preparation for their upcoming sunset review in 2019, RMICC supports the recommendation for the continuation of TSLAC and RMICC. Continuation of TSLAC and RMICC will help ensure information access is provided to citizens, and that transparency is supported through compliant local and state government records management programs.