Business Case #110   **(50 Points)**

PARKLAWN PROPERTY MANAGEMENT, INC.

Topic: Comprehensive Records Management

Subtopics: Availability, Communication, Creating Policy, Integrity, Procedures, Records

                      Retention, Storage

ANSWER:

GENERAL GUIDANCE:

Please read the business case that was given to the candidate.

The goal of this business case is to evaluate the candidate's proficiency in developing a business case. The candidate is asked to write a clear, well-organized business case using a narrative format appropriate for the designated audience. The business case may contain lists, as often used in presentations to management. However, if lists are used, the candidate must devote a paragraph to explain why the actions are appropriate. The answer may not consist only of lists. The business case should explain the underlying problems found and recommend solutions to these problems. The candidate has been told penalty points may be levied by graders for incorrect format, poor grammar, poor spelling, and/or poor organization of the answer.

The candidate MUST introduce the report with an Executive Summary. The Executive Summary should contain 2-3 paragraphs explaining the basic overall problem(s) identified, the key issues or factors to be resolved in order to achieve the final result, and a high level description of the recommended outcome. Following the Executive Summary, the business case analysis should describe the specific issues found and the suggested recommendations.

The candidate is expected to state any facts that are assumed in developing the business case and should logically support the answer. Topics not specifically mentioned may be included in the business case and are acceptable so long as they are considered relevant and well explained.

Specific Points:

The candidate is instructed to introduce the business case with an Executive Summary, followed by the Analysis section consisting of several specific sections. Each of the following parts should be graded and weighted as follows:

I.   **Executive Summary:**   **10 points maximum**

This section serves as the introduction to the business case. The candidate has been instructed to identify key issues or factors to be resolved in order to achieve the final result, along with a high level description of the recommended outcome in no more that 2-3 paragraphs. Specific recommendations to resolve the problem should not be listed in this summary. No extra credit is awarded for this section. A sample Executive Summary for this Business Case would be:

> "Parklawn Property Management, Inc. recently lost a major tenant because of the inability to find the tenant's lease records. Parklawn has also had issues with information security, resulting in compromised sensitive tenant information. These problems arise from inconsistent management and control of records throughout the company's locations. The limited policies, procedures, and training that exist, are insufficient, outdated, and not communicated well.
>
> A fully developed and implemented company-wide RIM program to manage paper and electronic records would improve the company's ability to locate information when needed and provide consistency in practices, procedures, and technology across location and over time. Additionally, Parklawn could benefit from the success experienced by areas of the company currently using electronic records storage and business processes by centralizing and leveraging that technology throughout the rest of the company. This would provide consistency across the company in how records are managed and improve access to company documents regardless of location."

II. **Analysis:** **40 points maximum**

This section should deal with the specific problems and issues discovered during the review of the Findings. The proposal should include identification of the problems and recommendations.

A. Identification of Problems **10 points total**

Identify the various problems seen in the business case and why they are considered RIM issues. The candidate may include some of the following examples or think of others on their own. The grader has the flexibility to decide relevance on issues listed that do not appear as an example. Possible examples include:

- No central policies or procedures for RIM activities – this allows for different interpretations across the company on how to perform business processes.
- Lack of employee familiarity with the records retention requirements – employees who do not understand retention requirements may inadvertently dispose of records before the required retention has expired.
- Many documents requiring long-term retention cannot be located – this shows a lack development of a consistent application of business processes, including tracking and accountability for documents by the business units.
- Poor management of records in off-site storage of paper records, such as missing inventories or basic organization. This makes documents difficult to find over time and in multiple possible locations and to transfer records to the appropriate local office.
- Multiple ways of storing information within the company – both paper and electronic with various different stages in automation between parts of the company, producing different levels of success for locating and retrieving needed information.
- No screening or training for employees. Better screening of employees might eliminate poor candidates with a history of mismanaging company property or information at previous jobs or reveal other untrustworthy behaviors. Consistent and complete training helps to produce a more knowledgeable employee who is prepared

to do the job correctly and understand how to handle the information and what the consequences of mishandling it would be.

B. Recommendations for Managing Records　　　　20 points total

The candidate is to provide recommendations on how to store and manage information and to provide solutions to the problems identified in Section A.

- Create company-wide policies and procedures on how to store information in both paper and electronic format that consist of features such as metadata assignment, how to create and store rental agreement documents, where to store them and in what format for the duration of their lifecycle.
- Develop a company-wide process to provide current forms and templates to ensure the most recent versions are used in rental agreements and that outdated versions are destroyed.
- Train employees on the company policies and procedures. Ensure they understand the records management component of their jobs so that records are retained for the appropriate retention period and stored with the appropriate security. Update training, policies, and procedures on a timely basis to keep employees current.
- Determine a company-wide document format standard for maintaining records. Parklawn has had success with managing records electronically in some parts of the company. Leverage that success and provide resources to business units to scan needed documents into electronic format.
- Review existing content management systems and determine which system could be used across the company. The appropriate electronic system will help provide a centralized location for access to documents and also provide the mechanism to manage records more consistently.
- Consolidating records storage contracts will provide more consistent pricing and services at a reduced cost. Require future shipments to have detailed inventories of boxes and contents, and manage the retention according to record schedules to ensure timely retrieval and disposition of needed information.

C. Recommendations for Handling Sensitive Information   10 points total

- Establish information security protocols for handling sensitive information.

- Develop company policies and procedures for handling sensitive information to establish company expectations with what is appropriate and legally compliant.

- Require background checks for newly-hired employees to help screen for individuals who may have a criminal record or who may have been fired for mishandling information, to help to minimize the risks posed by employee behavior.

- Provide training for new employees. Tools such as online training and company-wide manuals can assist with consistency across the company in employee training.

- Limit access to sensitive information to just employees with a "need to know".