

Business Case #112**(50 Points)****Big Clog, Inc.****Main Topic: Comprehensive Records Management****Subtopics: Records Retention, Procedures, Technology, Compliance****CURRENT BUSINESS SCENARIO:**

Big Clog, Inc. (BCI) incorporated in 1990. BCI is a national plumbing company with a corporate office, five regional administrative offices, and numerous local plumbing repair operations. BCI has over 45,000 employees who serve a variety of large retail and service organizations. BCI has experienced significant growth over the past decade through the acquisition of locally-owned plumbing companies.

BCI recently hired you as the first RIM Manager. You report to the General Counsel, but do not have a staff. BCI approved the RIM Manager position after several lawsuits against the company in which they could not produce needed records.

The General Counsel tasked you to provide her, within the next month, your assessment of the current state of RIM and the steps for developing, implementing, and sustaining an enterprise RIM program in the absence of a dedicated RIM staff.

FINDINGS:

To assess the current state of RIM, you start by interviewing members of the IT department to determine if technology, such as a content or document management application, exists to support RIM. The IT manager informs you that no related technology is in place and that employees rely on network file shares or their C: Drive for saving electronic content.

During additional interviews, you discover that no official supporting RIM documentation, such as policies, procedures, and record retention schedules exist. During your interviews, you determine that some BCI operations have developed their own retention schedules. However, in most cases, records and information are not dispositioned.

After meeting with the Accounts Payable manager and reviewing offsite record storage invoices, you determine that 21 different record storage vendors are being used with significant fee structure differences. You review inventory listings from each vendor and have determined BCI has 127,000 boxes of records in storage dating back to the 1960's. The majority of boxed records were not classified with adequate metadata, such as content descriptions and date ranges.

After many interviews with most of BCI's operations, you conclude that there is no concept or awareness of RIM among the workforce. There are widespread inconsistencies in how records and information are managed. You have determined that records are primarily over-retained, with some being under-retained.

During your discussions with the Legal department, you are informed that BCI has been forced to settle several lawsuits based on the inability of the Company to produce requested records and information. The Associate General Counsel states that in many cases they are unable to identify physical records in offsite storage due to a lack of metadata and that electronic records and information are hard to locate because of the cryptic and inconsistent folder and file naming conventions.

ACTION:

This business case has been designed to assess your proficiency in outlining problems and potential solutions. Write a clear, well-organized narrative business case that can be presented. Your business case should address evident problems and propose outcomes. Your report will be delivered to the General Counsel for presentation to the Executive Committee.

Your report will consist of two parts: an Executive Summary and an Analysis. The Analysis consists of several sections that will require a discussion of the problems and your proposed outcomes.

I. Executive Summary 10 points maximum

Explain (no more than 2-3 paragraphs) the basic overall problem(s) that you have identified, the key issues to be resolved, and a high- level description of your proposed outcomes.

II. Analysis: 40 points maximum

This section should deal with the specific problems and issues discovered during the study of business case scenario and findings. Your business case may contain lists, so long as the section includes a paragraph explaining why the actions are appropriate. Your business case may not consist only of lists and should address the following sections.

A. Identification of the Problems 20 points maximum

In this section, you are to document the current state of RIM at BCI. The assessment should identify RIM issues and why they are issues.

B. Recommendations 20 points maximum

In this section, you are to prepare a proposal to develop and implement an enterprise RIM program. The proposal should list tasks to be performed and include how you plan to implement and sustain an enterprise RIM program in the absence of a dedicated RIM staff.