Applying Your Retention Schedules to Electronic Records in your ECM System

ARMA HOUSTON CHAPTER

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Do you ever get this employee feedback?

“[As] staff has transitioned out, there has been a lack of overlap... They are not sure what boxes to throw away.”

“This results in the current condition of the County having hundreds of millions of hardcopy documents.”

“Most departments are keeping documents indefinitely, either because they do not know the retention period or because it’s too much work to assign a retention period.”

“Departments commonly purge documents on a regular basis when office space becomes unavailable.”
“I’ll just keep everything forever.”

“That’s the best way to be ready for litigation.”

best = easiest, cheapest, safest
Everything, forever is not the answer!

- Content costs money to store, backup
  - Reduce content = reduce storage
    - Decrease hardware costs, backup tapes
    - Improve system response times

- Lawsuits, audits, etc. are expensive
  - Less data to review = fewer fees
    - Decrease ‘search and review’ time
    - Eliminate damaging data in old files

ROI x2
You need Document Retention when....

• When is it time to destroy documents? Establishes a Structured Retention Policy

• Manually deleting documents takes forever! Automates Purge Process

• Why am I storing documents I don’t need? Reduces Associated Expenses

• How long are we required to retain documents? Limits Legal Liability
Time-Based

Retention of Document Types

Event-Based

Managed Records
TSL RETENTION SCHEDULES FOR GOVERNMENT:

For instance, local schedules GR, LC PS are the schedules local Law Enforcement & Criminal Justice agencies are most likely to use:

- Schedule GR has records series common to all local governments: financial, budget, payroll, HR, correspondence, facilities, etc. You can access Schedule GR at: https://www.tsl.texas.gov/slrm/recordspubs/gr.html


- Schedule PS has records series related to the law enforcement and public safety function. Schedule PS can be accessed at: https://www.tsl.texas.gov/slrm/recordspubs/ps.html
## PS Schedule – Document + Time Retention Examples:

<table>
<thead>
<tr>
<th>Record Number</th>
<th>Record Title</th>
<th>Total Retention</th>
</tr>
</thead>
<tbody>
<tr>
<td>PS 4150-07</td>
<td>Incident Reports</td>
<td>3 Years</td>
</tr>
<tr>
<td>PS4200-01</td>
<td>Jail Incident Records</td>
<td>5 Years</td>
</tr>
<tr>
<td>PS 4150-01b</td>
<td>Accident Reports, Arrest Made (Same as Offense Investigation Reports)</td>
<td></td>
</tr>
<tr>
<td>PS4125-05b</td>
<td>OFFENSE INVESTIGATION RECORDS:</td>
<td></td>
</tr>
<tr>
<td></td>
<td>(1) Class C misdemeanors (including arrest reports and citations).</td>
<td>6 months</td>
</tr>
<tr>
<td></td>
<td>(2) Class A and B misdemeanors and state jail felonies.</td>
<td>2 years</td>
</tr>
<tr>
<td></td>
<td>(3) Second- and third-degree felonies.</td>
<td>10 years</td>
</tr>
<tr>
<td></td>
<td>(4) First-degree and capital felonies.</td>
<td>50 years</td>
</tr>
<tr>
<td>PS4175-08</td>
<td>Property Records</td>
<td>3 Years</td>
</tr>
<tr>
<td>PS4125</td>
<td>Arrest Report Class C Misdemeanor</td>
<td>6 months</td>
</tr>
<tr>
<td></td>
<td>All other offenses</td>
<td>75 years or date of death</td>
</tr>
<tr>
<td>PS4200-14</td>
<td>Prisoner Transfer Records</td>
<td>Date of transfer plus 1 year</td>
</tr>
<tr>
<td>Record Number</td>
<td>Record Title</td>
<td>Total Retention</td>
</tr>
<tr>
<td>---------------</td>
<td>------------------------------------------------------------------------------</td>
<td>------------------------------------------</td>
</tr>
<tr>
<td>LC2350-04e</td>
<td>Criminal Case Papers (Traffic offenses &amp; ordinance violations)</td>
<td>Case Disposition Date + 5 years</td>
</tr>
<tr>
<td>PS4200-11</td>
<td>Prisoner Medical Records</td>
<td>Release or transfer + 7 years</td>
</tr>
<tr>
<td>PS4575-01</td>
<td>Adult Probation Case Records</td>
<td>Date Supervision Ends + 3 years</td>
</tr>
<tr>
<td>GR1050-03</td>
<td>Awards &amp; Commendations</td>
<td>Date of Separation + 5 years</td>
</tr>
<tr>
<td>GR1050-04</td>
<td>Certificates and Licenses</td>
<td>Date of Separation + 5 years</td>
</tr>
</tbody>
</table>
“The technologies, tools, and methods used to capture, manage, store, preserve, and deliver content and documents related to key organizational processes across an enterprise.”

(Source: AIIM International)
LEVERAGE ECM FUNCTIONALITY

- Convert paper to digital images
- Distributed or offline capture
- Optical Character Recognition:
  - Document classification
  - Extract data from image
  - Full text rendition
- Full Text Search
- Document distribution
- Manage all content types (electronic, email, web)
- Secure access
- Collaboration
- Authoring
- Check Out – Check In/Version Control
  - Audit trail, document history & reporting for compliance
  - Automate business processes with workflow
- Secure & Redundant storage
- Records Management & Document Retention
- Re-purposing content
- COLD/ERM

Source: AIIM
Any file format that can be stored in the ECM System...

...can be managed as a record.
Documents Types & Keywords (Metadata)

Index/Store

Search/Retrieve

Keywords
- Contract #
- Vendor #
- Vendor Name
- Department Name
- Department #
- Bid #

Find

Text Search

Note Search

Re-Index

Split

Clear Keywords

Cancel

From

Today

To

Today
TIME BASED
(Document Retention)

EVENT BASED
(Managed Records)

Comparison
With ECM, you can implement Document Retention and Records Management today, as though it’s been in place for years!
Time & Document Based Retention
Date-Based Document Retention

Automates the retention and destruction of qualified documents from your ECM.
Retention for Documents by Date

- **Apply to Doc Types or Document Groups**
- **Retention Period:** Days, Months, Years
- **Date Options:**
  - Document date
  - Date Stored
  - Keyword (Metadata) Value
- **Retention Types:**
  - Static
  - Dynamic
Static vs. Dynamic Document Retention:

- **Static** Retention automatically purges documents based on a time interval. Examples include reports, checks, outdated documents, etc.

- **Dynamic (Variable)** Retention: After time interval, documents are evaluated prior to purge.
Dynamic Retention Examples

• Requires approval before purging.
• Need to compare documents to other data
• Event applied to keyword triggers workflow
• Forms that have to be replaced or updated
• Applications
• Evaluation is typically performed in a workflow.
Example of Documents with Dynamic Retention

- Keep for one year from the date of hire (Document Date)
- Every year, prior to deletion, verify that Form is current or that updated Form exists

Document Type
Emergency Contact Form
Exclude Documents from Retention

• Exclude particular documents from retention on a per document basis.
• Exclude manually or through a workflow.
• Enter reason for the hold.
• Retention is suspended until “exclusion” or “hold” is removed.
Frequency

• This process should be run every night during off hours!

• Schedule it to run behind the scenes!!

• The best way to ensure compliance with legal regulations is to evaluate and purge expired documents on a daily basis!
Event and Records Based Retention Management
Is retention initiated based on the occurrence of an event?

Does the same retention apply to a group of documents which comprise the record such as a Employee File which Consists of Multiple Doc Types in your ECM?

Then Records Management is the answer!
Fully Automated Records Management

• Your ECM can *fully automate* the records management process, all the way from creation to destruction.

• This requires Managed Folders, Records Management and may require Workflow.
Fully Automated Records Management

- Declare
- Post Event
- Manage
- Retain
- Destroy
Typical HR Records Scenario:

- Only specific HR documents will be considered part of the employee record
- Initiate immediate retention upon the event of employee separation
- All records will require approval prior to purge from the system
- Retain the record history in order to provide a certificate of destruction
Primary RM Concepts:

• Managed Folders = Record

• File Plans
  o Events
  o Holds

• “Defensible” Records Disposition
  o Purging
  o Reporting
Typical HR Document Types:

• Application for Employment (E-Form)
• Cover Letter & Resume
• E-mail Correspondence & Attachments
• Emergency Contact Form *
• Employee Profile (E-Form) *
• I-9 Form *
• Interview Guide (E-Form)
• Offer Letter
• Performance Review (E-Form) *
• Physical Record *
• W4 Form *
• Separation Report *

* To be part of a managed record
Client Folders =

End Users

- HR - Employee File Cabinet
  - Employee Record for Andrew Lincoln
    - Employment Documents
    - Applicant Information
    - Employee Reviews

Managed Folders =

Records Managers!

- RM - Employee Records File Cabinet
  - Employee Record for Andrew Lincoln (102)
Estimate a File Plan Define Event Sets

- Define the active events that “activate” the retention.
- Determine when the managed folder is to be “closed” and “cutoff”
  - Closed – no more records can be added to the folder
  - Cutoff – The retention period begins to count.
- Incorporate the Retention Period for the Record after event is applied.
- Who is responsible for review and disposition of the record once it has fulfilled its retention criteria.
# Records Status Conditions:

<table>
<thead>
<tr>
<th>Icon</th>
<th>Status</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>![Open]</td>
<td>Open</td>
<td>Documents may be added to or removed from the folder; keywords may be edited.</td>
</tr>
<tr>
<td>![Closed]</td>
<td>Closed</td>
<td>Closes the folder and prepares it for cutoff. Once closed, records cannot be filed into the folder and keywords cannot be edited.</td>
</tr>
</tbody>
</table>
| ![Cutoff] | Cutoff         | Folder and records begin retention period. The date specified for cutoff is used to calculate the retention period.  
**Note:** Cutoff folders can be reset to Open or put On Hold based on events and hold reasons. |
| ![Awaiting Approval] | Awaiting Approval | The folder needs to be destroyed and is awaiting a manual destruction step. |
| ![Destroyed] | Destroyed      | The physical files have been destroyed, but the document’s keywords remain. |
| ![Permanent] | Permanent      | The managed folder is marked for permanent retention and cannot be deleted from OnBase. |
| ![On Hold] | On Hold        | “Freezes” folders that require action and prevents scheduled events from taking place. |
Types of RM Retention
Event Overrides Retention

Approved Application
5 year retention, then destroy

Denied Application
6 month retention, then purge (with approval)
3 Stages of Records Management:

1. Identify and Create Records
2. Manage Records for Retention
3. Prove Compliance
Identify & Create Records
The Problem

• Record declaration is a manual process

• Disruptive to the users, leading to poor adoption...Departmental Staff such as HR Generalist isn’t a Records Manager!

• Inconsistent retention policies applied
The ECM Solution

Automatically declare documents as records!
It doesn’t matter how your documents get into your ECM...

...records will always be automatically created!

Ad-hoc Scan/Import  Creating a Unity form  Import Processors  Capture Modules  Much, much more!
Declaring Documents As Records

1. Manual
2. Import
3. Workflow
4. Existing
The Benefits

• Documents are declared as records completely behind the scenes!

• Reduces the costs & errors associated with manual record declaration

• Enforces consistency early on in the process
Manage Retention
At some point employees will leave the company.
The Problem

• Retention initiation is a manual process
• Disruptive to users, leading to poor adoption and inconsistent practices
• Disparate systems contains “event” information
The Solution

Automatically connect the record to the event!
You can manually Post an event to a Managed Folder!
Or run a Separation Report from ERP

Using ECM Workflow
Placing Holds on Managed Folders

• Places hold on all documents in managed folder.
• Holds prevent scheduled retention events from taking place.
• Keyword values cannot be edited.
• Documents cannot be added or removed while “on hold.”
• Multiple holds can be placed on a folder for different reasons.
<table>
<thead>
<tr>
<th>Icon</th>
<th>Name</th>
<th>Status</th>
<th>Type</th>
<th>Retention Plan</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Employee Record for INGRID THOMAS (ID: 2689)</td>
<td>Awaiting Approval</td>
<td>RM - Employee Record</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Employee Record for JIM ROSS (ID: 3496)</td>
<td>Destroyed</td>
<td>RM - Employee Record</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Employee Record for KRISTIN RILEY (ID: 1114)</td>
<td>Destroyed</td>
<td>RM - Employee Record</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Employee Record for DAN DOBSON (ID: 2670)</td>
<td>Open</td>
<td>RM - Employee Record</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Employee Record for FRANK MOORE (ID: 2853)</td>
<td>Open</td>
<td>RM - Employee Record</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Employee Record for HALLE RINGWALD (ID: 2873)</td>
<td>Open</td>
<td>RM - Employee Record</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Employee Record for HANNA RIVERS (ID: 2677)</td>
<td>Open</td>
<td>RM - Employee Record</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Employee Record for HENRY RADCUFF (ID: 2881)</td>
<td>Open</td>
<td>RM - Employee Record</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Employee Record for HUNTER RISBY (ID: 2685)</td>
<td>Open</td>
<td>RM - Employee Record</td>
<td></td>
</tr>
</tbody>
</table>
Options for Final Disposition

1. Destroy – Delete Physical Files Only
2. Purge – Delete Physical Files and Document Data (Keep History Log)
3. Purge – Delete Physical Files and Document Data (Purge History Log)
4. Retain – Permanent Record
The Benefit

• Business process events automatically trigger retention completely behind the scenes!
• Users don’t have to worry about keeping the transaction and the related record in sync
• Reduces the costs & errors associated with manually initiating retention and destruction
Prove Compliance
The Problem

• Clearly defined and documented retention schedules are difficult to prove

• Organizations require complete audit logging on all records

• Need to provide a certificate of destruction
“Defensible Disposition” for compliance can be achieved through record verification and reporting!
Defensible Disposal

"process of disposing of unneeded data in a way that will stand up in court as reasonable and consistent"
## Records Management History

<table>
<thead>
<tr>
<th>Log Date</th>
<th>Log Time</th>
<th>User Name</th>
<th>Action</th>
<th>Message</th>
</tr>
</thead>
<tbody>
<tr>
<td>9/11/2015</td>
<td>8:48:01 AM</td>
<td>Legborisi</td>
<td>Viewed Folder</td>
<td>Viewed Folder 'Employee Record for ANDREW LINCOLN (ID: 102)'</td>
</tr>
<tr>
<td>9/10/2015</td>
<td>2:54:41 PM</td>
<td>Legborisi</td>
<td>Viewed Folder</td>
<td>Viewed Folder 'Employee Record for ANDREW LINCOLN (ID: 102)'</td>
</tr>
<tr>
<td>9/10/2015</td>
<td>1:11:55 PM</td>
<td>Legborisi</td>
<td>Viewed Folder</td>
<td>Viewed Folder 'Employee Record for ANDREW LINCOLN (ID: 102)'</td>
</tr>
<tr>
<td>9/10/2015</td>
<td>1:11:21 PM</td>
<td>Legborisi</td>
<td>Viewed Folder</td>
<td>Viewed Folder 'Employee Record for ANDREW LINCOLN (ID: 102)'</td>
</tr>
<tr>
<td>9/10/2015</td>
<td>1:09:18 PM</td>
<td>Legborisi</td>
<td>Viewed Folder</td>
<td>Viewed Folder 'Employee Record for ANDREW LINCOLN (ID: 102)'</td>
</tr>
<tr>
<td>9/10/2015</td>
<td>1:03:42 PM</td>
<td>Legborisi</td>
<td>Viewed Folder</td>
<td>Viewed Folder 'Employee Record for ANDREW LINCOLN (ID: 102)'</td>
</tr>
<tr>
<td>9/10/2015</td>
<td>12:39:08 PM</td>
<td>Legborisi</td>
<td>Added an item to</td>
<td>Added (150339) 'Employee WA for ANDREW LINCOLN (Employee #102)' to Folder (13833) 'Employee Record for ANDREW LINCOLN (ID: 102)'</td>
</tr>
<tr>
<td>9/10/2015</td>
<td>12:25:50 PM</td>
<td>Legborisi</td>
<td>Viewed Folder</td>
<td>Viewed Folder 'Employee Record for ANDREW LINCOLN (ID: 102)'</td>
</tr>
<tr>
<td>9/10/2015</td>
<td>12:24:40 PM</td>
<td>Legborisi</td>
<td>Viewed Folder</td>
<td>Viewed Folder 'Employee Record for ANDREW LINCOLN (ID: 102)'</td>
</tr>
<tr>
<td>9/1/2015</td>
<td>12:06:25 PM</td>
<td>Cindy Smith</td>
<td>Viewed Folder</td>
<td>Viewed Folder 'Employee Record for ANDREW LINCOLN (ID: 102)'</td>
</tr>
<tr>
<td>8/31/2015</td>
<td>1:01:54 AM</td>
<td>Cindy Smith</td>
<td>Viewed Folder</td>
<td>Viewed Folder 'Employee Record for ANDREW LINCOLN (ID: 102)'</td>
</tr>
<tr>
<td>8/31/2015</td>
<td>1:01:37 AM</td>
<td>Cindy Smith</td>
<td>Viewed Folder</td>
<td>Viewed Folder 'Employee Record for ANDREW LINCOLN (ID: 102)'</td>
</tr>
<tr>
<td>8/31/2015</td>
<td>10:16:39 AM</td>
<td>Cindy Smith</td>
<td>Viewed Folder</td>
<td>Viewed Folder 'Employee Record for ANDREW LINCOLN (ID: 102)'</td>
</tr>
<tr>
<td>8/31/2015</td>
<td>10:16:26 AM</td>
<td>Cindy Smith</td>
<td>Viewed Folder</td>
<td>Viewed Folder 'Employee Record for ANDREW LINCOLN (ID: 102)'</td>
</tr>
<tr>
<td>8/31/2015</td>
<td>10:15:24 AM</td>
<td>Cindy Smith</td>
<td>Viewed Folder</td>
<td>Viewed Folder 'Employee Record for ANDREW LINCOLN (ID: 102)'</td>
</tr>
<tr>
<td>8/31/2015</td>
<td>10:15:10 AM</td>
<td>Cindy Smith</td>
<td>Viewed Folder</td>
<td>Viewed Folder 'Employee Record for ANDREW LINCOLN (ID: 102)'</td>
</tr>
<tr>
<td>11/7/2014</td>
<td>3:49:02 PM</td>
<td>Cindy Smith</td>
<td>Viewed Folder</td>
<td>Viewed Folder 'Employee Record for ANDREW LINCOLN (ID: 102)'</td>
</tr>
<tr>
<td>11/7/2014</td>
<td>11:46:34 AM</td>
<td>Cindy Smith</td>
<td>Viewed Folder</td>
<td>Viewed Folder 'Employee Record for ANDREW LINCOLN (ID: 102)'</td>
</tr>
</tbody>
</table>
Certificate of Destruction

Document Name: Employee W4 for JANE HARPER (Employee #115)
Document Handle: 7512
Date Stored: 3/7/2008
Document Date: 3/21/2007
Batch Number: 267
Document Type Name: HR - W4 Form
Document Type Number: 114

Retention Plan: RM - Five Year Employee Records Retention Plan (Destroy)
Entered Awaiting Approval: 12/8/2009
Date Destroyed: 8/23/2012
Destruction Approved By: MANAGER

Keywords:
Employee ID: 115
Name: JANE HARPER
Applicant ID: 6789
Department: NURSING
Job Title: RN
Manager: JIM BLOOM
• Records management practices are automatically documented behind the scenes!

• A complete audit trail is easily accessible and immediately available

• Organizations are able to prove compliance through defensible disposal
### Date/Document Retention vs. Event-Based/Managed Records Retention

<table>
<thead>
<tr>
<th>Date/Document Retention</th>
<th>Event-Based/Managed Records Retention</th>
</tr>
</thead>
<tbody>
<tr>
<td>- Always start with DR</td>
<td>- Move to RM after exhausting Document Retention</td>
</tr>
<tr>
<td>- Retention at the Doc Type level</td>
<td>- Retention at the Managed Folder or Record level</td>
</tr>
<tr>
<td>- Simple retention timer with ability to approve via Workflow</td>
<td>- Ability to apply and manage true Legal Holds</td>
</tr>
<tr>
<td>- Ability to exclude documents from purge</td>
<td>- Separate Open, Closed and Cutoff stages for Records</td>
</tr>
<tr>
<td>- Solution for documents with limited shelf-life</td>
<td>- Certificates of Destruction &amp; deeper reporting options</td>
</tr>
</tbody>
</table>
Use Doc Retention with Records Management!

• If the managed folder is Open, the document will be deleted by Document Retention.

• If a document is within a managed folder that is NOT in an Open state, Document Retention will exclude the document from the purge process.

• Documents excluded in this manner will be included in the Document Retention Report.
“But seriously, Tom. Where do I start?”

- Everyone in this room right now
How do you eat an elephant?
Discovery is the First Step to Document Retention

• Does your organization have policies to follow?
  • Identify internal and external compliance regulations
  • Outline retention schedules and process types
  • Organize Disk Groups by retention schedule

• What can be deleted?
  • Only online copies of documents are removed during purge process.
  • Documents accessible by UNC path
  • Mass Storage/Hard Drive
  • Optical/Rewriteable

• What needs to be manually destroyed?
  • CD’s/Not Rewriteable
  • Physical Files
Define a Clear Retention Plan

• You will use the existing records retention schedule (either electronic or manual) in place as your starting point.

• It is from this information that you will be able to identify the retention plans and/or their related event sets for the documents and/or records to be managed in your ECM system.

• If this information is not available during the discovery phase, create a simple spreadsheet of all records and their individual requirements to define retention plans and events.
### Requirements Definition & Identification

For each Document Type: HR – Emergency Contact Form

<table>
<thead>
<tr>
<th>Document Type(s)</th>
<th>Retention Period</th>
<th>Date</th>
<th>Retention Type</th>
<th>Evaluation Processor</th>
<th>Evaluate Using</th>
<th>Evaluation Options</th>
<th>Purging Processor</th>
<th>Destruction Options</th>
</tr>
</thead>
<tbody>
<tr>
<td>HR – Emergency Contact Form</td>
<td>1 year</td>
<td>Document Date</td>
<td>Dynamic</td>
<td>HR – Emergency Contact Form Evaluation Processor</td>
<td>Workflow (DR – Document Retention)</td>
<td>Mark for Purge Increment Retention</td>
<td>HR – Purging Processor (run nightly)</td>
<td>Default (delete file and data)</td>
</tr>
</tbody>
</table>

or for each Managed Folder Type: HR – Employee Record

<table>
<thead>
<tr>
<th>Document Type(s)</th>
<th>Folder Type Name</th>
<th>Retention Period</th>
<th>Business Event(s)</th>
<th>Final Disposition (Retain/Purge/Destroy)</th>
<th>Retention Plan Name</th>
<th>Hold(s)</th>
</tr>
</thead>
<tbody>
<tr>
<td>HR – Employee Profile (E-Form)</td>
<td>RM – Employee Record</td>
<td>5 years</td>
<td>Upon Separation: Close record</td>
<td>Destroy (delete physical files and keep metadata) Requires Approval</td>
<td>RM – Five Year Employee Records Retention Plan (Destroy)</td>
<td>Hold for Litigation Hold for Audit</td>
</tr>
<tr>
<td>Record</td>
<td>Total Years</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>---------------------------------------</td>
<td>-------------</td>
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<td></td>
</tr>
<tr>
<td>Accounting and Fiscal</td>
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<tr>
<td>Accounts payable invoices</td>
<td>6</td>
<td></td>
<td></td>
<td></td>
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<td></td>
</tr>
<tr>
<td>Balance sheets</td>
<td>6</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Annual Financial Reports</td>
<td>P</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Legal</td>
<td></td>
<td></td>
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Best Practices

1. Map it out on paper first
2. Define retention schedule
3. Identify Document Types affected
4. Identify your end user privileges
5. Keep it simple (Remember the KISS principle!)
6. Focus on the quick wins!
7. Keep retention behind the scenes
8. Run retention on a consistent & regular basis
9. Automate as much as possible
10. Provide for defensible disposition!
Questions?
Thank You!

Tom Forsyth, CRM
ARMA Southwest Region Secretary

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