

CHALLENGES AND PROSPECTS OF RECORD MANAGEMENT PRACTICE IN HIGHER LEARNING INSTITUTIONS IN TANZANIA: A CASE OF COLLEGE OF BUSINESS EDUCATION (CBE)

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ABSTRACT

Management of records depends on systematic control of records life cycle and the organization functions basing on the daily transactions. The study employed qualitative method, used observation and additional information obtained through in-depth interview. The population of the study involved selected human resources staff, records officers, few employees and students at the college. Purposive sampling was used to select 20 representative employees and Simple random sampling was used to select 30 students to be interviewed. The sample size determined by saturation of selected respondents. Thus the total respondents in this study were 50 respondents. Findings revealed absence formal records management systems, only uses of alpha numeric and keyword systems in storing and keeping files, lack of trust among staff, absence of strong campus registries, lack of using integrated tertiary system, lack of guideline for managing electronic records, absence of formal systems, lack of motivation among registry staff, inadequate equipment and skilled personnel, insufficient number of record offices. These challenges caused delaying of decisions making due improper management, the overlapping of authority and responsibility among human resource and registry staff.

Keywords: *Status of records management, records keeping, managing public records, effectiveness of record offices, College of Business education (CBE), Tanzania.*

1.0 INTRODUCTION AND BACKGROUND OF THE STUDY

The effectiveness of records management has become a global topical issue. According to Kamatula (2010) records are essential in ensuring the institutional transparency, accountability and supremacy. Therefore, organizations create records to support their transactions. Subsequently, records, regardless of their formats, are important sources of information in making decisions. They ensure effective transparency and accountability in decision-making as well as contributing to national growth (IRMT, 2003). Kemoni (2007) corroborated that being one of the vital resources of organizations, records furnish accurate, timely and complete information for efficient decision-making that improves productivity and service delivery. The role of managing records in the academic institutions cannot be over-emphasized. Like other institutions of higher learning in Tanzania, the College of Business Education has been given a responsibility of training citizens in business education in the country, since the parliament of Tanzania in 1965 established the Business College Act, No. 31 in (1965). The said Act gave the college a legal status as an autonomous institution and a hub for promoting and develop business education in the country, this was the basis of the birth of a business training institutions in the country.

In order for the college to enforce the tide of business studies in Tanzania, the college came up with its mission to train highly competent and practice oriented professionals in Business Administration, Accountancy, Marketing, Procurement and Supply Management, ICT, Entrepreneurship, Industrial and Legal Metrology and other related fields at a lower level to higher levels. Basing on its activities, the college generates large volumes of printed and electronic records to support its day to day operations. Nevertheless, both printed and non-printed records are important and need to be well preserved and managed for the future uses. In early of 90's the government of Tanzania established Rules and regulations to enforce all institutions to retain all valuable records and preserve official records of all happenings, including; for example financial records and human resources records. Likewise, all departments and training institutions like CBE were enforced by law to adopt a systematic and organized approach for managing of its virtual records.

Records Management is among of the important ingredients in the organization performance. Records in any organization are used to deliver quality services in public services. According to Magaya and Lowly (2011) there is no organization that can work in the absence of the proper management of vital records. Studies conducted in developed countries also proved that, proper records management is an important resource for the successfully

organizations' mission and vision (Yeo & Shepherd, 2003; Williams, 2006). Bailey (1993) added that records exist in organization primarily for keeping smooth business transactions.

African countries were not reported to have capacities to manage public records until 1950s. However, the recognition on importance and value of records management was highly stressed in the late of 1980's (Kakubo, 1986). Moreover, it was also noted that during 1950's colonial governments did not bid to set up seriousness on the proper records or archival managements. However, there was argument that all vital records during colonial era were sent in their countries for preservation. A number of challenges were linked with poor records management in developing countries such as; lack of consistency, frequent collapsed of records keeping systems (Mnjama, 2005); lack or insufficient filing cabinets (Thurston and Smith, 1986); poor classification systems (Bailey, 1993); delay of loss of file, outdated legislation, lack of recognition by parental organizations, lack of trained staff (Roper and Millar, 1999) and the lack of trust (Ngulube, 2010).

The College of Business Education (CBE) has about over 250 staff (HR's report, 2016) and 6000 students (Prospectus, 2016) in Dar es Salaam campus. The existing population generates various records in relation with daily operations. Therefore, all these information or data generated in the college should be well organized and stored for the purpose of being easily retrieved when they are needed by individuals or management. Generally, CBE management employs different initiatives to sustain the management of vital organization records in both campuses. Managed records at the college are those associated to with finances, human resources related records, students' records, policies, rule and regulations as well as contracts. To make this possible the college management continues to improve its campuses records offices, establishing various policies as the mechanisms that may ensure proper managing of organization records. The management initiatives towards improving records management systems is in line with Yusuf and Chell (2005); Lyaruu, (2005); Manyambula, (2009); Ndenje-Sichalwe, (2010) who emphasize that decision makers are needed to ensure and predict future plans for effective and proper managing organization vital records.

Manyabula (2009) exposed, three key values or qualities of good records, firstly, the value of records is grounded on the needs of conducting current business to support management decisions and promote proper actions to be taken. Secondly, it promotes individuals' accountability. In this regards records ensures measuring performance and ability of the organization on its accountability. Records are needed stands and proves organizations' responsibilities as well as enhances organizations' appraisals. "... evaluation of the implementation of policies within organizations..." (Ibid, 2009:7). Thirdly, records has cultural value. Records are used in endorsing awareness and understanding of corporate history. Therefore, records provide evidences of the organizations' prosperity. Thus, the organization needs to capture, manage and protect records to maintain its quality and values. Yusuf and Chell (2005) supported that records management has proved to be vital resource for successful organizations functions in the developed countries. In line with that, the proper records management systems are expected to maximize production and exploitation of available resources in the process of contributing to the national development. IRMT (2003) concludes that the effective records management practices in organizations facilitate organizational goals to be achieved, since it increases efficiency, time saving, as well as protecting the organization survivals.

1.1 Problem Statement

Tanzania over the past decades significantly made advancement in managing its public records throughout its government ministries and agencies. Today, loss of records is reported among of critical challenges in the government institutions particular in the higher learning institutions. In this regards, according to Manyambula (2009) the Tanzanian public sectors are facing severe problems which affect management of its vital records. Similarly, a study by Kitalu (2001) revealed that, records in many public organizations are unfavorably and poorly managed, consequently resulting into poor public services' operations and inefficiency (Ndenje-Sichalwe, 2010). Despite the fact that, records are among the vital asset in organization, various studies noted poor management of them in public institutions. There are various studies conducted on records management practice in Tanzania but little was covered on records management practices in the institutions of higher learning. (e.g. Kalumuna, 2000; Ndibalema, 2000; Kitalu, 2001); Yusuf & Chell (2005); Lyaruu, 2005; Manyambula, 2009; Ndenje-Sichalwe, 2010). In this regards, there is little evidence signifying prospects of managing vital records during the implementation of the management functions, a case was made at the College of Business Education (CBE). In line with that, Katabazi (2018) emphasized the importance of ensuring an effective and appropriate managing of personnel records in academic institutions. Moreover, Mwela (2007) underscored the importance of public organizations establishing

proper records management systems to identify some challenge to be solved. Currently, there is no studies conducted to establish the same at the CBE. The College of business education previously was reported with ineffective and proper records management systems that led to misplaced, missing or lost, or delay of making decisions. This was among of reasons that necessitated the researcher to conduct this study to assess the status of records management practice at the College of Business Education (CBE). In respects to URT (2011) records management in public institutions poses challenges, affects their reliability and accessibility. All of these challenges raised some doubts on existed records management systems at the CBE. As Katabazi (2018) stressed that, to date still there is the loss of vital records in government institutions in Tanzania. This study, therefore tends to investigate the status of records management practice at the CBE so that to identify some challenges to be solved.

1.2 Objectives of the Study

The study was guided with the following objectives.

- i. To assess the current practice in managing vital records at CBE
- ii. To assess types / formats of records created and managed at CBE
- iii. To identify procedures used to manage vital records at CBE
- iv. To find out the challenges facing records management process at CBE

1.3 Significance of the Study

It anticipated that the findings of the study are expecting to create awareness on the importance of managing organizations records and strengthening the effectiveness of records management practices among higher learning institutions. The study is expected to contributing on the existing body of knowledge in records management practices in developing countries, where records management is facing challenge. The findings therefore, intends to become useful source for scholars, students, researchers, record officers, administrators in undertaking effective records management programs. Therefore, the results of this study intends to provide guidelines and strategies in which organizations may promote records management programs.

2.0 LITERATURE REVIEW

Records are information created, received and maintained to provide evidence. These are information created by organizations or persons during the pursuance of the legal obligations or in their daily business transactions (Magaya, 2009), while Michael (1999) viewed records as documents regardless of form or medium created, received, maintained and used by the organization (public or private).

Similar to Ngulube (2004) who associated records with individual information that is used in the pursuance of legal obligations or business transactions which forms partial or total evidence. Records management practices are regarded as management's source of information in a systematic manner. It makes a way in which documents are easily accessible, stored and preserved in the entire records life cycle (NARSSA, 2009). According to Ngulube and Chinyemba (2005) proper records management process involves a systematic control established in all record's life cycle stages in line with the establishments of policies and accepted procedures.

According to Michael (1999), records management is a vital element of any agencies' supervisions. An active records management procedure permits organizations to have good services, defensive and lawful influences that improves productivity. Hence, it is essential to prize higher priorities in managing records to avoid organizational damages that may raise due to poor handling of daily generated organizational records.

Thus, the proper record management at CBE brings about the good wheel of all employees and management to be more accountable and simplifies the process of providing services to larger community served by the college. The effective records management practice support decision-making and provides evidence of the policy implementations (Magaya, 2009). According to Ngulube (2004) poor accessibility of records claimed to be major problem in the public institutions in Tanzania. Such challenges resulted those institutions to spent more time and labor to retrieve a single record when needed (ibid, 2004).

According to Wamukoya and Mutula (2005), poor records management in any organization guarantees poor results and creates information gaps leading to insufficient productivity. As Mwela (2007) concluded, poor records keeping ends up eventually with the loss of important documents. Contrary to that, proper records management allows the

organization to make sure all documents are kept in a favorable environment for easy retrieval. According to (IRMT, 2003) accurate and reliable formats of a document forms create a foundation and maintains evidence in all organizations.

Therefore, any loss of control of print or electronic records strengthening serious organizational problems, relatively to accountability, transparency, democracy, insufficiency and corruption (IRMT, 2003). Whereas, conferring with Ngulube (2010) the good governance and accountability fostered by well-managed records as well as well-established information systems.

Many organizations in developing countries undervalue the importance of managing records in their organizations, yet archivists and record managers are facing a number of challenges towards keeping and preserving organizational records. These challenges are around to invisibility of record officers globally (IRMT, 2003). These challenges also have been identified in Africa, for example, Mazikana (2009) viewed the conservatism of record officers that was associated with their failures in contributing towards their national development specifically in public sector reforms.

However, Mnjama (2003) point out academic institutions among the area facing big challenges in managing their vital records. Academic institutions lose much its valuable historical and cultural heritage records (ibid). In addition to that, Ngulube (2002) witnessed inadequacy of records management policies in African countries.

Due the lack of policies, Ndenje-Sichalwe and Ngulube (2008) expressed a concern on the absence of a records management policy and access to information laws in Tanzania which was also associated with poor records management practices and inaccessibility of information. Moreover, a similar situation was noted by Mutula and Wamukoya (2005) who noted lack of policies and guidelines, lack of awareness among records personnel, lack of trust, knowledge gaps and limited skills on managing records, lack of organizations records management standards and by-laws, and lack of long-term institutional preservation and recovery systems. As well as lack of support among the parental organizations.

3. METHODOLOGY

This study employed the sequential methods research design that combines both observation and interviews to assess records management practice in Higher Learning Institutions in Tanzania: a case of College of Business Education (CBE). The selection of CBE based on many instances. For example, CBE was among of higher learning institutions facing a number of challenges in managing its vital records. That situation raised some questions on how effective records management practices at the college or what records keeping systems are used. That was the reason that motivated the researcher to investigate the status of the records management systems at the college. Other reason of conducted such study was to identify challenges facing records management at the college.

The population of the study involved selected human resources officers, records officers, few employees and students at the college. Purposive sampling was used to select 20 representative from employees and Simple random sampling was used to select 30 students. Sample size was determined by saturation point for the selected respondents. According to Kim (2005) saturation point is obtained with a sample size from 5 to 50 participants. In this study 50 respondents were involved. The interviews was continued until saturation level of information is reached.

The study employed observation as the major data collection tool while face to face interviews was used to collect additional information and clarified issues that were observed. Selection of those respondents based on their experience with college, of which the researcher believed that they would represent others and provide relevant and wealth information for the study.

The researcher decided to interview all 50 respondents. Moreover, triangulation method was used to ensure reliability and validity of data collected. During the observation and interviews the researcher observed wording of questions, mood of respondents as well as the nature of communication, as emphasized by (Serakan 2003 and Creswell, et. all, 2011). Therefore, data collected was analyzed by using thematic analysis where themes were created across patterned data sets in each related phenomenon in related with specific research questions.

4. DATA ANALYSIS AND DISCUSSIONS

The objective of the study was to assess the best practice in which CBE manage vital records during its entire life cycle. The nature of this study was purely qualitative, used observation and face to face interviews. Data was provided as it was obtained during observation and discussion was made basing on the explanation obtained during interviews with participants. Therefore, themes were arranged according to objectives guided the study.

4.1 The Current Practice in Managing Vital Records at CBE

The first objective of the study was to assess the current practice on managing vital records at CBE. It is necessary for organizations to be proactive and progressive in managing all vital records for the better decision making. Thus, CBE needed to have the proper records management practice on performing its function consistently and accurately.

Table 1: Observation Practice of Records Management at CBE

Using Observation Method	
Task Observed	Information Obtained
Records Management practice at CBE	Hybrid (both print and electronic); Personnel and students files; Creation of standardized file covers; proper arranging files; establishment numbering systems; Managing registers and indexes; Establishment and maintaining movement registers.

Sources: Field data, 2016

Table 1 shows data collected by the researcher during observing various tasks that were performed in records offices in the college campuses. However, the discussion of the findings was made after getting some clarification from respondents through interviews with them. The finding further revealed that the college generated hybrid records (both print and electronic) as an official records.

However, it was noted that print records predominate. However, during interview the researcher informed that, the college generates many records during its day to day operations. “... college registries are operating under dual organizational structure.... *there is open registry allowing access of personnel recordsalso we have confidential registry for managing confidential records*” “...however, large records are in print and little in electronic forms....”.

Moreover, during interviews with human resources officers none of them mentioned the use of formal records management systems. Though, during observation, the researcher established the use of alpha numeric and keyword system in storing and keeping files in the registry. Alike to Marandu’s (2012) study which corroborated with the finding noted in the Ministry of Information, Culture and Sports which also used alpha-numeric system. Similarly, the finding obtained during the interviews with records officers, corresponded with the finding obtained by the researcher during observation, as follows;

“.....the college used hybrid records as an official communication, however print record predominate.... there is no formal mechanism used to manage electronic records....” [Records officer 1]

“.....the reason for using print records based on the fact that, the College generated records from internal and external print correspondences.....internally from personnel and students file, such as Individuals’ letters, promotion, academic certificates, birth certificates, OPPRAS forms etc..externally from applications, tenders, contacts, etc....” [Records officer 2]

“.....in some campuses records are managed by human resources officers, since there is no records officers or registry, Mwanza campus is an example...” [HRM officer 1]

Also, the researcher during observation noted creation of standardized file covers among of ways used in managing records and files at the college. The researcher also noted the proper arrangements of files in cabinets or other storage racks. Similar with the establishment of numbering systems on files available. “.....as you see I’m creating file numbers which act as reference numbers and are added with abbreviations of the College.... followed by PF ...that representing personnel files....”. Variations of this codes depend on nature of files....those which are indicated with

“C” along the reference are meant to indicate a confidential file..., orto include the first letter of employee’s surname as an element....”.

Further, the researcher noted on the availability of records registers and indexes used to record all managed records. Generally, the college had established well its systems for the file movements. The researcher also noted that, in some extents the college used an integrated tertiary systems that integrate records on students’ registration, examination results, employees and financial records among campuses.

Human resources officer 2 denoted that;

“....these kind of records are needed to be well managedThese are used in both print and electronic formats.....”. He added that ‘... records promotes quality assurance, quality control as well as evaluates the quality circle...’

Finally, the researcher made the conclusion that, to a greater extent, the storage system of academic and administrative records are more trusted on print formats (files).usually, these print records predominatesare stored into cabinets, specialized filing folders, while few generated electronic records are stored in computers in records office or in decision makers’ offices.....

In addition to that, records officers during interviews made more clarification related to records management practice, that;

“....we have various strategies for the effective and best practices in managing records in our organization.....” “....as we preserve the right information in right length of time....” “....provision of right information to the right people....” “...we are demonstrating and proven practices of good faith through consistent implementation....”

Basing on the findings obtained through interview and observations the researcher made a conclusion that, overall practices of records management at CBE was well performed. However there is the need for solidifying skills of records officers and improve some systems which are used to manage records among campuses. Also, it was proved that, the college follows records management classification schemes and standards like other government institutions and MDA.

4.2 Types / formats of Records Created and Managed at CBE

The second objective of the study was to assess types / formats of records created and managed at CBE. Due of the rapid changes in technologies there is a possibilities of formats file to become obsolete quickly or causing problems especially for electronic records. The College needs long-term vision and careful planning to overcome such risk. Officially, all records at the college must be of trustworthy, complete, durable and accessible based on the retention schedules. Based on the researcher’s observation, the following are types of records generated during supporting business transactions at CBE. Also the discussion of this section based on the information and clarification obtained during interviews with respondents.

Table 2: Types of Records generated at CBE

Using Observation Method	
Task Observed	Information Obtained
Types of records generated at CBE	students application forms; Students Results; OPRAS reports; Confirmation records; Transfers; Disciplinary decisions; tender documents; policies ; financial records; contacts and hospital, insurance companies, courts judgments , policies and others

Sources: Field data, 2016

Table 2 shows the finding obtained through the researcher’s observation and interviews as follows; students application forms; Students Results; OPRAS reports; Confirmation records; Transfers; Disciplinary decisions; tender documents; policies ; financial records; contacts and hospital, insurance companies, courts judgments , policies and others were managed. The purpose of the objective was to identify kind of records generated at the

college so to assess the in which those records are managed. However it was noted by the researcher that, these kind of records were categorised into; Accounting records; Legal Records; Progress Records; Miscellaneous Record:

First, Accounting records: *.....these are records concerned with financial aspects of the organization. The records related to sales, purchase, manufacturing, profit and loss, or assets and liabilities all of these were termed as accounting records. They also support vouchers for various accounting transactions like invoices, cash memos, etc.....*

Second, Legal Records: *the college of business is maintaining such records to meet the legal requirements. Every organization has to keep records according to organization act, government regulation, income tax and sales tax laws as well as copies of other important documents etc. all of these records may serve as proof in legal proceedings.*

Third, Progress records: *.....these are records which are maintained to know the progress of each department or organization as a whole. Progress report concerned with production, sales, purchase, etc.*

Fifth, was the miscellaneous Record..... *these records cover the areas, which are not covered by the above mentioned records. These records includes the records of social activity, research and development activity and new product feasibility reports etc.....*

Forth, Staff records; *.....these records are related to the staff or employees of the organization .These records include personal detail, salary, promotion and other related data of the employees or staff of the business.....* These records allows the employer or employee to preserve a written record of the happenings and discussions that occurred around a specific event. Documentation of the employment relationship provides a written record that may be necessary to support such actions as employee promotion, employee pay raises, and disciplinary action including employment termination. The finding corresponded with those by Morgan (2015) who suggested that personnel records must be kept properly. On the other hand, Kamatula (2010) argues that a common practice is to keep two personnel files for an individual, one as a confidential and open personnel file for appointing authority. *.....as we know that business activities based on various types of agreement and disputes that course regular problems in business organizations but records plays great role in solving such problems by providing enough proof or evidence.....*

Moreover, the ambition of the researcher was to determine whether or not CBE has a formal records management policy for such generated records. The finding obtained through interviews with some respondents revealed that the College of Business Education has no formal written record management policy. Contrary, with the National Records and Archives Management Policy (2011) that guides management of both public and private records.

Therefore, having the policy essentially provides guidelines for proper managing of both papers and electronic records. As Mnjama (2003) points out, the existing of records management policies plays a great role in organizations' functions. Records management policy promotes organizations' goals to be achieved effectively. Therefore, establishing of records management policy at the College of Business Education will provide environment which guides its operations as well as monitoring and evaluating its functions. In addition, Mazikana (2009) added, that records management policy helps to remind of all restrictions that needs to be accepted for an important records to be managed.

The researcher, also noted various records created by the college, these includes students application forms of all student in all levels, students examination results records which are kept in the college for two years, OPRAS reports are also generated and managed for further decisions, confirmation and transfers of employees and staff records are also generated and managed, policies, disciplinary decisions and tender documents, financial records; contacts and hospital, insurance companies, courts judgments all of these records are generated during the day to day operations.

Table 3: Formats of records managed mostly at CBE

Using Observation Method	
Task Observed	Information Obtained
Formats of records managed most at CBE.	Hybrid (both print and electronic)but mostly Printed records

Sources: Field data, 2016

The study was also to assess types of format of records created and managed at CBE. Further, the researcher was interested in knowing different types of records which are generated and kept in the records management system at college of business education and the findings revealed that, the college generates and keeps student Admissions/Registrations, Student Records, Student Results, Student Housing records, Examination Timetable, Payroll, college financial Accounts, Statements of college accounts, purchasing and Stores records, Money transfers, Human Resources records, Library Services records, Procurement, Tenders etc.

“.... Some of these records are stored or dumped in filing cabinets while other are saved electronically in their respective departments....”

There is no formal or collective approach to keep academic records in academic departments. However the finding obtained through interviews with records officer 1, 2 and 3 revealed the following

“.... the print records predominate because they are easy to manage...to access and do not require much skill and gadgets”

4.3 Procedures used to Manage Vital Records at CBE

The study was to identify procedures used to manage vital records at CBE. Knowing these procedures will help an organization to make strategies in managing its vital records. The vital records are recorded information that is essential for the continuation or reconstruction of an agency. Therefore, records are important in establishing the legal and financial position of the agency and/or important in preserving the rights of an agency, its employees or clients.

.....because the nature of human memory is limited and they cannot remember all transactions which takes place every day. So, it is necessary to prepare various type of records in different formats..... records are known as memory of the business....

Table 4: Procedures used to manage organization records.

Using Observation Method	
Task Observed	Information Obtained
Activities done to manage vital organization records.	Responsibilities: Maintaining the index and retrieval system of office files through the directory of records; producing file folder labels through the directory of records database; filing incoming documents into the records management system; Using appropriate equipment and files delivered; Assisting each other's with proper security levels to identify and retrieve the active records; Creating of standardized file covers; Arranging files; Establishing numbering systems; Managing registers and file indexes; Establishing and maintaining movement registers file; Closing of files; General cleaning

Sources: Field data, 2016.

Basing on observation and interviews conducted during the study, the following procedures were identified such as ; Maintaining the index and retrieval system of office files through the directory of records; producing file folder labels through the directory of records database; filing incoming documents into the records management system; Using appropriate equipment and files delivered; Assisting each other with proper security levels to identify and retrieve the active records; Creating of standardized file covers; Arranging files; Establishing numbering systems; Managing registers and file indexes; Establishing and maintaining movement registers file; Closing of files; General cleaning.

Although various tasks were identified as a way of managing records at the college, but the researcher was interested to identify the file arrangement systems possessed by records personals at the college.

“....the practice of arrangement and description of records are unified tasks.... that apply structure and meaning to materials housed/preserved in our registries... to form a unique relationship related to the physical organization....basing on our understanding or intellectual control... these are alphabetic, numeric, alphanumeric, and chronological..... When arranging case files within each classification, we chooses a filing option arrangement for best aids to retrieval documents..... [Records officer 2 and 4]

4.4 Challenges Facing Records Management Process at CBE

The fourth objective of the study was to find out challenges hindering records management process at CBE. Solving identified challenges will help the organization to allow elasticity of records in organization. Records should be capable of being expanded or contracted according to the changing requirement of the organization. However, challenges of records at the college was categorized into individual factors, organization factors and system factors.

Table 5: Challenges of records management practices at CBE

By Using interview Method	
Challenges of managing records at CBE	No recovery system identified, Inadequate records professional staff Inadequate communication within and outside the organization Inadequate facilities on managing records Low training and awareness on managing records Inadequate security measures (paper and electronic records) Technology obsolescence Scattered Personnel files in different departments Absence of Personnel Records management regulation, policy, Acts, standards and guideline Loss or misplacement of some files or documents were mentioned, and overlapping of authority and duties among human resource and registry staff

Sources: Field data, 2016

Basing on observation and interviews with respondents various challenges were identified hindering effective records management process at CBE. Some of the predominant challenges were no recovery system identified, inadequate records professional staff. The college have few records officer who are not well training in managing records and planning to records recovery systems. That was the reason for the International Records Management Trust (1999) to recommend on the review of records educational programs towards management of electronic and paper based records as well as developing information systems training policies in public organizations. Lack of skills as well as rapid change of technology leads to inadequate of security of electronic records in the college. Moreover, the college lack personnel records management regulation, policy, Acts, standards and guidelines to guide the process. .

5. CONCLUSION AND RECOMMENDATION

5.1 Conclusion

The researcher observed several issues including: The College generates records on a daily basis, which need frequent appraisal to establish the organization values. The college lacks appropriate records management experts and specialists, no recovery system were identified, however, there was low training and awareness on managing records. Moreover, it was established that there is inadequate security measures in both paper and electronic records. Rapid changes of technology reported among factors limiting electronic records management. Secondly, the College reported the absence of personnel records management regulation, policy, standards and guideline to guide records management practice at CBE. Thirdly, even though the researcher revealed that the college uses an integrated system but the college reported to manage records but all these records are not managed centrally by the system. Fourth, the study reveals that CBE has informal records management systems, since there was no policy guiding managing process. Finally, no information obtained during observation or interviews revealed disaster and recovery programs in case of fire or floods or any damage that may hamper the colleges' vital records.

5.2 Recommendation

There is an excessive need to establish a records management policies and procedures as the base of establishing the legal and support of Records Management practices. There is the need for the College of Business Education and other management in the institutions of higher learning to formulate their internal regulation, policy, standards and guideline to guide records management practice at CBE in the process of promoting effective records management practice towards managing vital records at the college.

There is the need for records personnel officers to develop their filling organization systems suitable for both print and non-prints formats as well as protecting their organizations' records against loss or damages. Moreover, establishment of expert records management software would enhances the public and private organizations to establish record recovery systems, in which most of these organizations do not have. It is very essential for any

organization to set aside an effective disaster management programs to minimize the effect of disaster that may occur. Therefore, the management of the College of business education and other institutions of higher learning are advised to establish a stronger and reliable records recovery systems including automatic buck up systems.

It was noted that there is inadequate training and awareness on managing records as well as users of records. Therefore, there is the need of making aware of the value of vital organization records (printed and electronic) that the organization generated in daily functions. Awareness among staff and users of records in the organization may build trust among them. As was noted records managers worried about the control of vital records as well as controlling unauthorized access to maintain confidentiality of the organization. To make it worth the management in various organizations in public and private institutions are needed to plan trainings and workshops among records personnel's and users of records so that they can acquire all necessary skills in relation to records management .

The researcher recommends for the College of Business Education and other institutions of higher learning, to employ the records management integrated systems in all records generated in their Institutions. As it was noted at CBE, not all records are intergrade in centralize system. Though the centralized or integrated systems is easy for appraising the organization functions as well as records managed. Moreover, there is the needs for CBE to formulate its internal appraisal teams for the intermittent evaluating values of records and come up with the decision of which records should be retained in registry for use and which one not.

There is the a need for organization to plan for adequate facilities suitable for the records management practices as this was reported as essential aspect to be considered. However, the size of college registry was reasonable with normal working tools, such as file cabinets, file indexes as well as master file box shelves but no computers aprons, dust inhaling protection gears were established, air conditioning devices as well as programmes for improving morale of the workers are paramount. There is a need to reassess and adopt the kind of file rakes that will provide for security of personnel records as well as the kind of files that are resistant to easy wear out to enable proper records filing and management. Facilities would also mean purchasing of computers for storing personnel records.

Finally, the researcher recommends for setting aside enough resources for the adoptions and management of electronic records as an ongoing activity in both open and closed records. This should be parallel with the adoption to meet challenges that may result in the rapid changes of technology systems on managing records, however, the engagements of these systems would improve efficiency in records management storage systems as well as its retrieval when needed.

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