

MANAGEMENT OF ARCHIVAL RECORDS  
IN NIGER STATE

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## DECLARATION

I, hereby declare that this thesis has been written by me and that it is a record of my research work. It has not been presented in application for any higher degree. The sources of information used in the study have been properly acknowledged by means of references.

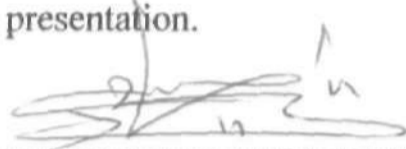


*APRIL 1999*

***SAMUEL STEPHEN JHAITA BESSE***

**CERTIFICATION**

This thesis entitled "Management of Public Records in Niger State" meets the regulations governing the award of the degree of Master of Library and Information Science of Ahmadu Bello University, Zaria and is for approval for its contribution to knowledge and literary presentation.




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## **DEDICATION**

This work is dedicated to the glory of God, my wife (Helen Besse), my children, especially the little Agbosun (Cintia Besse) and my mother (Dafiyi Besse) for their encouragement and patience throughout my study and to all who care.

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## **ABSTRACTS**

This study examined the management of archival records in Niger State Government ministries, parastatals and local government headquarters, with particular reference to records survey, appraisal, arrangement, description, conservation, preservation, maintenance, security, use, staffing and problems in handling records. The study was carefully conducted, using survey method. The observation and interview instruments were used for gathering information.

The information was presented by the means of tables and percentages. The study revealed that management of records in Niger State public offices does not meet the guidelines provided by Posner, Cook, Schellenberg and Maedke. Working equipment as well as qualified professional records managers were lacking. The records were not weeded and not adequately secured. It was further revealed that records centres do not exist in Niger State. There was no records retention and disposal policy as well as adequate funds to run the records units.

Recommendations on how to minimise the problems highlighted in the work and to encourage proper management of records in Niger State record offices are also presented.

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## DEFINITION OF TERMS

- Acquisition:-** Collection or receiving of records or archives.
- Archives 1:-** Inactive-records or documents created and kept for References or records of any public or private institution which are adjudged worth of permanent Preservation for reference and research purposes and which have been deposited in archives.
- Archives 2:-** An institution where non-current or inactive records or documents are processed and kept for references. In another words, a program consisting of policy, personnel, holdings and facilities structured to preserve and make accessible the documentary heritage of an institution or organisation.
- Archivist:-** A person who has the care of records or archives and make them available to researchers.
- Appraisal:-** A file to file examination of organisation records to determine their retention value.
- Arrangement:-** A process of sorting, organising and describing records or archives.
- Classification:-** The group arrangement of departmental files in records center or Archives institution.
- Conservation:-** Repairing, photo-copying and maintaining records or archives.
- Curator:-** A term for a person who takes care of records and makes them available to researchers.
- Current Records:-** Records which are still actively in use and referred to frequently.

Disposal:-	Removal of records for destruction as they lost the values.
Disposal Schedule:-	A continuing authority for disposal of records approved by law.
Dummy slip:-	A slip used by archivist or curator to indicate that a records is removed from among records in stock.
Dormant Records:-	Records that are still occasionally referred to by the creating agency.
Establishment:-	Any government organisation like the Ministry, Parastatal or Local Government.
Finding Aids:-	Records list or registers of records used for production of records or for access to the records.
Maintenance:-	Art of preserving or repairing records.
National Archives:-	Records of public or private institutions within the national boundaries which are adjudged worth of permanent preservation for reference and research purposes and which have been deposited in an archival institution.
Non-Current Records:-	Records that are inactive and usually found in archives.
Processing:-	Treatment given to records to allow for their accessibility.
Production:-	Archives term for recovering or retrieving stacked records.

<b>Proper Records Management:-</b>	A logical and practical approach to creation, maintenance and disposition of records of an agency/organisation.
<b>Provenance:-</b>	Agency where a group of records originated or emerged from.
<b>Public records:-</b>	Records that emanate from government offices or government establishments.
<b>Records:-</b>	Documents created as a result of official transaction.
<b>Records Creation:-</b>	Art of bringing records to being.
<b>Records Control:-</b>	Art of planning, creating, listing and disposition of records.
<b>Records Management:-</b>	Institution of programme or machinery designed to provide economy and efficiency in the creation, organisation, maintenance, use and disposal of records.
<b>Records Schedule:-</b>	A body of rules or guide to help appraisal of records.
<b>Records Scheduling:-</b>	A process of accessing, appraising or examining records using records schedule.
<b>Repository:-</b>	A store where inactive records are kept.

**Search:-** Checking through records, offices and places for information.

**Searcher:-** Users of records or Archives.

**Security:-** Safety of records.

**Survey of Records:-** A brief examination of records held in organisations or agencies for the purpose of determining archival value.

## CHAPTER ONE

### INTRODUCTION

#### 1.1 BACKGROUND OF THE STUDY

The origin of the records in Niger State goes beyond the creation of Niger State on the first of April, 1976. Niger State was carved out of the then North Western State. The area now known as Niger State was formerly part of the Northern Region of Nigeria during the first republic.

When Professor K.O. Dike was charged with the responsibility of supervising Nigerian records in 1951, he reported unsafe condition of the records of the nation. Babalola (1991:4) observed that “the report revealed the pathetic condition of records due to neglect of the then administration of the records of the nation and lack of legislation on the care and preservation of public records”. Public records were not care for and thousands of them were lost through tearing, decaying and careless burning. When Archives preservation law was promulgated in 1954, a records office was established in Ibadan. Later, it was expanded and regional offices were opened in Kaduna for the northern region and Enugu for the eastern region in 1957,

while that of Ibadan served as the headquarters and regional office for the west.

The national Archives at Kaduna then embarked on extensive records collection throughout the northern region including the records of Niger State. Today, many valuable records of Niger State are in Kaduna Archives custody. Similarly, Sokoto Historical Bureau was established in the then North Western State in which Niger State was a part. The Bureau also has records of Niger State.

When Niger State was carved out of the defunct North Western State in 1976, the two states embarked on assets sharing, these included human and material resources. As a result, Niger State inherited some valuable materials including staff and records

It was in 1977 when Niger State decided to establish her own Archives to cater for her records. As a result, records were surveyed, collected, processed, and preserved for consultation. The director of the National Archives, during a keynote address to the visiting Archivists in 1991, commended Niger State, as one of the earliest states in the federation that had established a state owned archives to preserve her records.

Naturally, records accumulate as a result of activities and transactions within an organisation in an attempt to achieve the objective of the organisation. These records are administratively important when they are in current stage. Gradually, records grow with time to become less active (semi-active.) Records have other values, such as political, informational legislative and financial values. Records are indispensable resources in an organisation, when they are accurately and readily made available to users for decision making. Dependency on information has become increasingly recognised by organisation. And so, importance is now being attached to these resources (records). Ukwu (1991:1) states that, “records are part of a nation’s major information resources, and their management is crucial to effectiveness and efficiency of a good government and administration”. Therefore, it requires that, records management ought to be matter of high priority to organisations.

Proper management of records starts from the period of creation of a new record to the moment a decision is made to either destroy it or keep it for all time. However, records are created on a serious need of any organisation. It is therefore, recommended that records should be

appraised at the age of five (5) years to determine their retention values or disposition. They are also re-appraised at the age of twenty five (25) years to determine their archival values and disposition. This is when records leave records centers to archives for permanent preservation. Evborokhai (1990:38) postulates that, "records management is the area of general administrative management concerned with achieving economy and efficiency in creation, use, maintenance and disposition of records". While Penn etal (1989:6) states that, " records management is logical and practical approach to creation, maintenance, use and disposition of records. With a vital records management programme in operation, an organisation can control both the quantity and quality of information that it creates". This involves the principles, practices methods and techniques used to control the records.

Records management requires specialised subject matter experts in several interrelated disciplines. Penn etal (1989:7) observes that, "the records manager must be able to relate all the various elements together and to explain those relationship to persons at all levels within the organisation".

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Records offices are the ideal offices where proper records management take place. These offices are registries, records centers and the archives. In registries, current records are managed and controlled by the records managers. Records centers receives dormant records from registries and are then processed, controlled, maintained and also retrieved for use by the creating agency. When these records are matured for archival collection, they are transferred to archives. This is usually after records have attained twenty five (25) years and their administrative use by their creating agency have become minimal.

## 1.2 STATEMENT OF THE PROBLEM

Proper management of records involves a logical and practical approach to records conservation, maintenance, preservation, description, security, use and disposition, and these take place in records offices. Such as registries, records centers and archives. Molokwu (1991:1) stated that, "records centers are generally regarded as a centralized areas for housing semi-active records whose reference rate does not warrant their retention in the expensive office storage space". He also acknowledged that dormant records should be transferred from registries to records centers where they will receive necessary

care until they are matured for collection by the archives. This is where inactive records receive further care.

In defining archives, Schellenberg (1975) stated that, "Archives is a place, building(s) or repository where non-current public or historical documents which formed part of an official transaction are preserved for official reference." In archives, the staff maintain the collection as records and provide finding aids to facilitate easy retrieval and use of records.

Preliminary investigation by the researcher reveal that there was no efficient management of records in government ministries, parastatals and local government headquarters in Niger State. There were lapses in the attempt to manage records in the state. A study conducted by Okerulu (1990) on the organisation of Niger State archives revealed that, the institution suffered government neglect due to lack of knowledge of the importance of archives, absence of professional archivists, no in-service training programme for the staff, inadequate funding and lack of a good archives policy.

### 1.3 RESEARCH QUESTIONS

- (1) How are records surveyed, appraised and collected in Government ministries, parastatals and local government headquarters in Niger State?
- (2) How are records arranged and described in government ministries, parastatals and local government headquarters in Niger State?
- (3) How are records conserved in government ministries, parastatals and local government headquarters in Niger State?
- (4) How are records maintained and preserved in government ministries, parastatals and local government headquarters in Niger State?
- (5) How are records secured in government ministries, parastatals and local government headquarters in Niger State?
- (6) What are the qualification of records management staff in government ministries, parastatals and local government headquarters in Niger State?
- (7) What are the problems encountered in government ministries, parastatals and local government in the management of records in Niger State?

### 1.4 OBJECTIVES OF THE STUDY

The objectives of the study are:-

1. To examine the management of records in Niger State in terms of records survey, appraisal, collection, arrangement, control, conservation, maintenance, security, use and staffing in government ministries, parastatals and local government headquarters.

2. To identify the problems encountered in handling records in Government ministries, parastatals and local government headquarters in Niger State.
3. To recommend measures to improve records management in Public records offices in Niger State.

#### 1.5 SIGNIFICANCE OF THE STUDY

The study is significant in the sense that it provides and recommends proper ways of handling records and the provision of specialized staff in government establishments in Niger State. The problems were highlighted and the solutions provided will enable organisations especially state and local governments in Nigeria to benefit from the practice and procedures of records management. This will accelerate information dissemination in the country and serve as a guide to all records managers.

#### 1.6 DELIMITATION

This study is limited to:-

- (i) Archival records management in term of records survey, Appraisal, collection, arrangement, control, conservation, maintenance, preservation, security, staffing and problems encountered in handling records in Niger State public offices.
- (ii) All the nine (9) government ministries; Information and Culture, Finance and Economic Development, Health and Social Welfare, Women and Youth Development, Justice, Agriculture and Natural Resources, Commerce and Industry, Education, and Works and Housing in Niger State.

- (iii) The twenty six (26) government parastatals and Boards:  
Establishment and Service Matters, Water Board, Scholarship Board, Broadcasting Corporation (Radio Niger), Pilgrim Welfare Board, Housing Corporation, Transport Authority (NSTA), Board of Internal Revenue, Agricultural Development Project, Secondary School Board, Science and Technical Board, Primary School Board, Judiciary, Local Government Service Commission, Tourism Board, Civil Service Commission, Sport Control Board, College of Education, Tenders Board, Local

Government Pension Board, College Administration, Budget and Planning, Council for Arts and Culture, Niger State Polytechnic, Rural Electrification Board, Governor's Office and Fire Service in Niger State.

- (iv) The twenty five (25) local government headquarters: Agwara, Bida, Agaie, Bosso, Borgu, Chanchaga (Minna), Gbako, Gurara, Kontagora, Paikoro, Rijau, Shiroro, Mariga, Edati, Lavun, Mokwa, Magama, Wushishi, Lapai, Munya, Mashegu, Suleja, Tafa, Rafi, and Katcha local government headquarters in Niger State.

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## **CHAPTER TWO REVIEW OF RELATED LITERATURE**

### 2.1 INTRODUCTION

This chapter presents a review of the literature that are related to the management of records and is organised under the following sub-headings: survey and appraisal, arrangement and description, conservation, preservation and maintenance, security of records, management skills and staffing.

The management of records is a process by which human and material resources are organised with the purpose of achieving effective records storage and retrieval in any organisation. It is characterised by careful planning, organising, controlling of human and material resources to achieve the aim of establishing the archives. Cook (1993:67) stated that, "the manager set the plans for future operation and while one plan or group of plans are being executed, other plans are being made. He also sets up structures and rules to control human and material resources, makes decisions and commits the organisation to initiate actions and expenses."

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## 2.2 SURVEY AND APPRAISAL OF RECORDS

Survey is a process of gathering all available information about existing records in an organisation. It strives to give necessary information for the justification and establishment of a records management programme. Records survey is carried out to identify all records series in an organisation for the purpose of recommending their retention or disposition. Penn etal (1989:46) provided some guidelines in the survey of records.

These are:-

- (1) Records survey must be planned carefully, so that all needed information will be obtained.
- (2) It should be executed thoroughly causing as little disruption as possible.
- (3) The management of the creating agency should send out general memorandum to all employees announcing plans for a records survey or study.
- (4) The records manager should obtain the necessary clearance to view any confidential or secret information.

Penn etal (1989:47) suggested that it may be better to commence records survey from the small department whose

records accumulation may not be scaring as this will eliminate frustration from the start and then, to the main records store with a high accumulation.

Closely associated with records survey is records appraisal. Records appraisal is a vital element of records management because it involves records value assignment. Penn etal (1989:167) stated that, "records appraisal is not a subject that can be presented in the same way as other records management elements. Since appraisal involves fixing a value on something; it is bound to be immersed in some degree of subjectivity". However, they gave the following as keys while appraising records:

- (1) Functional association
- (2) Procedural association
- (3) Historic association
- (4) Research association.

(1) The functional association refers to the close examination of the organisation that created the records. The function that the records performed for the organisation will be revealed from the appraisal process. (2) The procedural value involves

the function or use of that particular record. Some records perform administrative functions while others perform the executive functions, still others fiscal functions. (3) The historic value could be established by the thorough information on the origin of the organisation, while (4) research value should take into account the need of the various researchers.

### 2.3 ARRANGEMENT, DESCRIPTION AND CONSERVATION

Physical control over record is established by arrangement. To some extent arrangement also provides for intellectual control i.e arranging the material means analysing it and putting it together in a way which conserves information so gained. The role of the archivist is to manage all the information resources available to him effectively and efficiently for the benefit of his organisation.

Therefore, the arrangement and description of records becomes imperative to streamline records management and contribute to economic and social development. Schellenberg (1965:79) states that, "Archivists begin arrangement by studying the

provenance of records, that is, the method of the agency that created it and kept the records during the period of currency". Afolabi (1991:14) posited that "the records manager must determine the office, that created the records."

Cook (1990:23) and Reo (1983:52) share the view that files should be transferred to the archives as they reflect the function of the office they represent. These authors emphasised that arrangement should follow their original order to which they were created and used. They further share the view that, the components are organised into an order to which depends on the relationship of one to another. Cook (1990) added that, "sorting leads to physical control over the material and to some extent provides the intellectual control as the contents link each one to another." Schellenberg (1965:79) observes that, "the arrangement process is grouping individual document into meaningful units and grouping such units in a meaningful relation to one another."

Schellenberg (1965) also shared the view with Cook (1989) and Reo (1983) that an archivist continually and instinctively brings order and categorising the records to the end of revealing the

contents and their significance. To plan the materials on the shelves involves recording and demonstrating the original relationship between the archives accumulation. Pinkett (1970:56) stated that, "archivists should demonstrate original relationship of records by scrutinising records control schedule arrangement and classification." The physical storage of the materials (records) is completed in containers and shelves in repository. The production or dunning slip (retrieval labels) are attached to the containers to indicate locations where a record was removed for use.

Archives description is a better and more usual term in archives term, than the use of cataloguing in Librarianship. This is because the best variety of archival format makes it difficult to establish a great system of bibliographic description which would resemble a library catalogue. The difference in levels means that each archives accumulation must have arrangement description. Afolabi (1991:14) states that, "arrangement is essential to the preservation and conservation of records in terms of disposition and housing the records in archives and

their administrative control.” This process leads to the proper exploitation of records resources by the users.

Penn et al (1989) gave the following guidelines for records description:-

- (1) The description should not depart from the original title and should not be extended beyond a general standard of the subject of a file or volumes.
- (2) Description should reflect as accurately as possible the contents of the piece without being too long.
- (3) The data must bear the actual dates when the documents were compiled from the earliest to the latest of the papers.
- (4) Each class list should be referred to by a brief note of introduction and should contain the following:- Names of origin, history of creating body, legislative background to the records, nature and form of records, series, geographical scope, preservation, selection, other means of reference, publication, related records and access.

The description of records leads to the logical simple lists (Finding Aids). The find aids are the locating tools in the archives or records centers. There are two major finding aids. Those whose objectives are administrative control, these are concerned with the management of physical processes including retrieval and those concerned with intellectual control i.e. the management of information contained in the materials. Cook (1993:41) asserts that, “finding aids intended for access

by users should be regarded as published materials. Finding aids intended only for in house use, are not subject to publication requirement.” This is however meant for the consumption of the archivists or curators.

Reo (1983:149) and Head et al (1995:21) share ideas that the preservation of finding aids and production (retrieval) of records are attempt by the archivists to help the user of records. They are of the view that the purpose of acquiring and preserving records in the archives is the primary function of a curator or an archivist and producing them for use is their secondary function. Cook (1993:3) posited that, “records can be arranged physically in one particular order and should be in numerical system by which the records were organised in their creating agency during their currency stage.” This should be maintained by the archivists when sorting, arranging, describing, organising and listing the records. The classification scheme is to formalize the archival order established during the process of arrangement. They should be related to administrative control and to the finding aids generally. These processes help to introduce a degree of

compatibility between the finding aids of different archives. Cook (1989) gave the following as guidelines in writing the list or finding aids:- words should be spelt as in oxford English Dictionary, punctuations, standard abbreviations should be drawn from a permitted list, capital letters should be used for proper names, all quantities in archives descriptions should be expressed in Arabic numerals

In conservation of records Cook (1989) also gave the following guidelines: Indicate detail of any repair work required immediate or future attention, indicate the level of priority which will be given to the work. Record the name of the conservator responsible. When the repair is done, record the dates on the materials. Include in the description, the repairs carried out and add any precautions and recommendations.

#### 2.4 RECORDS PRESERVATION, MAINTENANCE AND USE

Human civilization contributed significantly to the preservation and maintenance of intellectual efforts. Daramola (1991:15) argued that as far back as the fourth and fifth centuries Athenians kept their valuable records in the temple of Gods. He emphasised that records management can not be a recent

activity. He further described the processes of records management as being highly secret and that their records were kept in rooms, sacks and boxes. Babalola (1991:1) also traced the history of records management and emphasised that records bear witness to development of human race from the earliest time to date. He explained that records were found in administrative centres, temples of Gods, palace and chancellery buildings. He claimed that they were evident in about the second millennium B.C and stressed that records were used in the early period in courts as materials of certification in Pharaonic Kingdom. He also related it with the development of records in Nigeria before the intervention of K.O. Dike.

Mnjoma (1994:227) observed many issues while discussing management of railway records of Kenya, including legal practices relating to records of Kenya railways. Many authors have examined different aspects of records management, ranging from the process of collecting archival materials to storage. Afolabi (1991) discussed the collection of records and all other processes such as appraisal, schedule, arrangement, schemes, classes and enemies of records and treated the aspect

of automation of archives services as well as explained the records groups and subgroups including the records units. Records carry information however, records and information are indivisible and for one to effectively manage information, one must understand the life cycle of records. This is because they must be carefully handled and preserved. Penn (1983) asserted that, record passes through three phases in life: a record is born (created). It lives (maintained and use) and it dies (disposition). The illustration is entitled "total" records management, for it does not only represent the life cycle but also a records management programme. Record manager should be involved with every one of the above phases.

The field of records management is not only growing at a fast rate but, gaining more importance as well. Implementation of records management programme can never succeed without the involvement of clerks, secretaries and other ancillary staff like messengers. Gbadamosi (1990) examined Oyo Local Government records management programme against the records life cycle on the principle of which records management follows. Such as records creation, maintenance,

use, disposition, personnel and security etc. The study also revealed the poor attitude towards management of records. Lekan (1990) studied records management activities of Oyo State Civil Service Commission and discovered that the commission lack understanding of records management programme. Okerulu (1990) studied the organisation of Niger State Archives and found out that the institution suffered government neglect because the government of Niger State did not know the importance of archives. There was absence of professional archivists and there was no in-service training for the staff, neither was there adequate funding nor was there good archives policy.

Adams (1991) studied the records management programme of Nigerian Army Archives. The questionnaire, observation and unstructured interview were the instruments used for the study. The following were discovered: Lack of proper records management programme, administrative neglect of archives, the dependence of archives administration on Nigerian Army

headquarters, the absence of effective Archives board and most personnel have no formal training in the field of records management etc. Balarabe (1992) examined the administration of Arabic Archives in Nigeria and discussed it in the context of acquisition effort, bibliographic undertakings, conservation and preservation techniques, information dissemination, utilisation of the materials as well as the appropriate training scheme. He also revealed that Arabic archives in Nigeria have achieved both national and international recognition because of their immense research values and relevance in the enrichment of knowledge and understanding of historical, cultural and socio-economic development.

Preservation of records involves careful planning, survey of records, appraisal, description, arrangement, storage, maintenance, control, security, retrieval and use of records.

Adio (1991:3) observed that records departments are planned in four major ways and listed thus:-

- (1) Plans for space requirements, for records, for personnel and for equipment.
- (2) Plans for system of communication and other departments.
- (3) Plans for functional design and logical placement of

work areas.

- (4) Plans for transportation of the records throughout all phases of their compilation and use.

He further explained the processes including effective planning for proper and ideal building facilities, acquisition of archives and chemicals for preserving the records. He also discussed some techniques in physical movement of records and processes of fumigation.

Aliyu (1989:22) observed that, “organisation and administration of government publication is undoubtedly central to their accessibility and full use.” It is therefore, essential for libraries and archives institutions to adopt suitable system in the organisation of their government publications.

He further discussed the location of records, processes of organisation and administration of records and recommends among other things, the proper and quick acquisition and organisation of government publications. Evborokhai (1991:31) suggests the establishment of records centers, the preparation of records disposition schedule, improve finding aids and proper work specification as well as reduction in administrative constraint. Fishbein (1970:15) postulated that,

“archives must not accept the records that are preserved by departmental administrators without subjectively adjudging the decision of the central administrators.” Cook (1990:31) argued that, “archives materials should not be received or accessioned unless it has passed an appraisal test. The two authors further explained that records must be appraised and records schedule must be used in the appraisal process to ascertain their values. Unuigbe (1991:26) pointed out that, “there should be regular movement of records from expensive office storage space and equipment to a low cost space, where there is a systematic separation and disposal of the ephemerals and the transfer of the permanently valued records to the archives”. He emphasised that, for management of records to be enhanced, archivists must pay attention to the central principle of evaluation or appraisal with the view to dispose of the ephemerals.

Jsung (1991:16) asserted that, “keeping media collections through selection, acquisition and organisation should not end there. There is absolute need to maintain proper storage and preservation of such materials from damages and loss which

could happen through human beings, heat, sun, insects, fungi and alike. He undertook research on media resources and services in which he illustrated the processes of preservation of media. He raised other issues such as acquisition organisation and importance of media in information transfer and decision making. Penn et al (1989) recommended the conditions under which records must be preserved as follows: Records must be stored in steady temperature between 13° and 18° centigrade, the store must have relative humidity between 55 and 65 percent, the records must be placed in boxes and shelved.

## 2.5 THE SECURITY OF RECORDS

Security to records is no doubt a practical war between the archivists or curators and the forces of destruction. These forces of destruction are referred to by some authors as enemies of records. Some of them are biological agents while others are physical agents. The former include insects, rodents, plants and animals while the latter are the temperature, water, dust, fire etc. Mnjoma (1994:131) posited that “to preserve records, there should be buildings that are well ventilated and render no

harmful condition, offensive gases, water vapour, dust or other impurity generated within the working environment. Enmire (1989:9) stated that, "archives preservation in the tropics is an eternal war against the forces of destruction. In this belt of bright sunshine, appreciable rainfall, high humidity and temperature tend to make things grow very fast and decay even faster." Therefore unlike in the temperate climate archivists have to fight constantly and vigorously against these natural agents that destroy records.

Paper contains very high percentage of acid. This is as a result of the chemicals used during the process of their manufacture. Acidic papers deteriorate faster in humid surroundings. This is due to the combination of chemicals with atmospheric moisture that produce sulphuric acid which in turn result in the decoloration and embrittlement of paper. Apart from the above, human being contribute in their own way by engraving into the records or physically mutilate them.

Pennetal (1989) recommended the guidelines on records security to include:- that, users of records must be registered and properly identified before gaining access to records. That

the users must sign a visitors' log before and after consulting - the archives, that the archivist or curator should device means of security during normal working hours or after closing. For example, device locking system, device security alarm and surveillance equipment should be installed, in addition to human surveillance. In addition to the guidelines, the agency has to provide the physical facilities like ideal records accommodation, furniture etc. to help secure the records from theft and damages.

Cook(1990:23) Afolabi (1986:26) Nwiyer (1988:238) and Akussah (1997:23 ) share a lot of views about the environment hazards on records and archives. They suggested measures to control the hazards. They discussed conservation and protective measures against the enemies of records. They also listed these enemies as temperature, humidity, dust, water and vapour, rodents, insects, warms, reptiles and human enemies. They also share opinion on measures that can be taken to combat each of the enemies. They further suggested standard archives building, with good ventilation, well lighted rooms and human surveillance. Afolabi emphasised the use of various

ways of human surveillance and electronic devices to check archives destruction and theft.

## 2.6 RECORDS MANAGEMENT SKILLS AND STAFFING

The requirement of skilled records managers is vital in the record management for effective administration of records. Nyerinda (1994:107) posits that, "management of archives administration is nothing but applying management skills to archives as an entity to manage". He further explained the process as planning, organising, controlling and motivating the staff at work. He also pointed out that an archivist or records manager who knows only the skills without understanding the fundamentals could not be called a manager but at best the records technician.

Omoniwa (1994:4) was of the view that management of records affects the way they are planned, organised and the way staff are mobilised to work. Records managers have different choice of leadership style necessary for execution of archives work. The choice is sometimes due to challenges and the necessary supporting equipment. In contributing to challenge and

supporting concepts, Afolabi (1993:3) postulated that, “staff are faced with challenges and support factors in any organisation. He was of the view that these psychological and physiological concepts need to be balanced before optimum utilization of any staff. He further explain that the two concepts are in contrast in which when one is fulfilled causes psychological problem to a staff.

However, there are different challenges in life. There are societal challenges, challenges in working places, at home etc. It could be a task to fulfill in order to improve ones life, educational attainment, social status, employment etc. The support factors could be those needs that are required by an individual to fulfill a task. These may include either professional training, personal incentives or motivation, tools and suitable environmental condition in which an individual performs his duty.

The managers should ensure that the workers welfare as well as their tools and training are provided to balance these challenges and support factors of a staff to perform his task effectively and efficiently to achieve the objective of the organisation.

In attempting to fully carry out managerial functions one must look at social system of the organisation. Nick and Tillin (1977:21) observed that paying attention to human interactions is a key factor to organisations achievements. They explained that individual are different in terms of authority, status, and role and that role must be defined and maintained so that people can work together to accomplish the objectives and goals of the organisation.

It was in the same vein that Burk (1992:9) observes that, “people are individuals who have unique ideas and have personal reasons for doing the job of information work.” He further stated that sometimes a staff may want to remove certain constrain or barrier that leads him to exhibit certain behaviour.

He views records managers as those who should manage the records and personnels. They should therefore, provide a situation where records administrators will feel free in order to express themselves in any way.

One is therefore, compelled to observe that, if management means getting things done through people, records managers

should make every attempt to get sufficient number of highly qualified calibre of people to staff their organisation. So that things can be done in an expedient yet in efficient manner.

Maedke et al (1987:29) stated that, the association of records managers and administrators (Arma) international, proposed the staff requirements for the records management activities as shown in table 2.1.

**TABLE 2.1**

**SUMMARY OF DUTIES, RESPONSIBILITIES,  
PERSONAL ATTRIBUTES AND QUALIFICATION  
OF RECORDS MANAGEMENT PERSONNEL**

<b>JOB TITLE</b>	<b>DUTIES AND RESPONSIBILITIES</b>	<b>PERSONAL ATTRIBUTES</b>	<b>QUALIFICATIONS</b>
<b>Records Manager</b>	Responsible for development and implementation of all company records management policies and practices maintains records management manual which details the polices and procedures, co-ordinates personnel and resources.	Must relate well to people, successful supervisors and consultant, effective in selling concepts of records management thoroughly versed in the profession of record and information management.	Minimum of Bachelor degree or intensive course such as Business Law, accounting, Data processing systems analysis, personnel records management advanced Degree helpful experience – 5 years.
<b>Records Analyst</b>	Surveys, analyses, evaluates systems and procedures for creating, processing and sorting records departmental filing systems, procedures and equipments for economic and utilization: reviews, evaluate and recommends.	Must relate well to people effective in selling concepts of records management thoroughly versed in profession of records and information Management.	Minimum of Bachelor degree or intensive course work in all related to records management. Experience 2 years as Junior Records Analyst or Records Centre Clerk.

<b>JOB TITLE</b>	<b>DUTIES AND RESPONSIBILITIES</b>	<b>PERSONAL ATTRIBUTES</b>	<b>QUALIFICATIONS</b>
Records	Changes of retention schedules conducts periodic departmental inventories, participate in training personnel.		
Records Technician	Operate, control, maintain technical files Centres of a reasonably complex nature organises and maintains files in conformance with system and standards developed by corporate records management, Overseas disposal of unneeded records at a proper time.	Analytical mind, ability to grasp difficult question and derive answers using records at hand; good decision maker, good planner and organiser.	High school Diploma and advanced work in office procedures. Experience – 25 years in files records. Experience in difficult records area.
Records Centre Supervisor	Operates and maintain a corporate records centre select and supervises records centre clerks and support staff; responsible for vital records protection, storage and disposal.	Work effectively with all levels of personnel, able to co-ordinate resources available for an effective programme; good organiser and decision maker, has an analytical mind.	Minimum of 2 years Colleges Education or Vocational training in business or related area Experience: 25 years in records centre operations.

JOB TITLE	DUTIES AND RESPONSIBILITIES	PERSONAL ATTRIBUTES	QUALIFICATIONS
Records Centre Clerk	Assists in accessioning, reference, retrieval and disposal activities of the Centre assists with vital records searches, sorts and files records as requested by users.	Relates well to people, mechanical aptitude, ability to analyse data for answers to questions, handle confidential requests with discretion, analytical mind.	High School where some training in records management and office procedures is received.
Records Clerk (File Clerk)	Sorts, Indexes, files and retrieves all types of records may enter dates or records, may search and investigates information in files, materials and records and disposes of records according to retention schedule.	Relate well to people, mechanical aptitude, ability to analyse data for answer to questions, handle confidential requests, with discretion analytical mind.	High School where training in records management, filing and office procedure is received.
Micro-Graphics Services Supervisor	Operates a central micro-graphic programme: works closely with records analysts and other corporate members in development of micro-graphic technicians.	Good mechanical aptitude to maintain equipment ability to translate micro-graphic systems specifications into work procedure to prepare film requirements: good organiser and planner, decision maker, analytical mind.	High School plus additional training in micrographics Experience 3 years experience as micrographics technician (may substitute vocational training for experience).
Micro-Graphics Technician	Operates various types of cameras, operate file processor tests develop film for overall quality, operates micro-form preparation equipment, conforms to production standards.	Good mechanical aptitude, handle confidential data with utmost discretion, make sound judgments, ability to analyse problems, ability to plan and organise work.	High School, plus technical training in micro-filming, Experience – previous records experience helpful but not necessary.

The above guide lines provided by Maedke present the duties and responsibilities including the personal attributes and qualifications of all categories of record management staff in an ideal situation. Posner (1964:354) share views with Maedke (1987) when he stated that, “to achieve the highest professional standards, state archives staff should meet in every respect the requirements of the position to which they are appointed thus: professional attainment, technical, clerical and maintenance and custodial.” For a standard, table 2.1 presents good guidelines with clear analysis for every section of staff required.

## 2.7 CONCLUSION

The literatures reviewed, revealed various problems associated with improper management of records. Whereas proper management of record enhances proper preservation and maintenance of cultural resources. This also revealed that records management paves way for easy retrieval of information and that good management of records is a means of effective time saving. It could be established that the review of the previous studies have helped in clarifying the problem at

stake and have furnished ideas and concepts on how to tackle the problem of this study.

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survey that has to be done in the field, data are derived from questionnaire, interview and participant observation". But this researcher has decided to adopt only the observation and interview instrument for this study.

### 3.3 POPULATION

The population of this study consist of all the records management staff in government ministries, parastatals and local government headquarters. There are total of 135 records management staff in the 9 State ministries, 260 records management staff in 26 parastatals and 250 records management staff in 25 local government headquarters. The information is summarised in table 3.1 below:

Table 3.1

**DISTRIBUTION OF RECORDS MANAGEMENT STAFF IN  
GOVERNMENT MINISTRIES, PARASTATALS AND  
LOCAL GOVERNMENT HEADQUARTERS**

ITEM	ESTABLISHMENT	POPULATION OF RECORDS MANAGEMENT STAFF
A.	GOVERNMENT MINISTRIES (9)	135
B.	GOVERNMENT PARASTATALS (26)	260
C.	LOCAL GOVERNMENT HEADQUARTERS (25)	250
TOTAL		645

**3.4 THE SAMPLE SIZE**

The sample size drawn from the population of 645 records management staff is 194. The choice of this figure was based on the recommendation of borg and Gall (1974) "that a minimum sample size of 20% could be used if the population is up to 1,000. This researcher used 30% of the population of records management staff. The simple random sample method was used to sample out the ministries, parastatals and local government headquarters, whose records management staff

were used for the study.

The method (simple random sampling) involves listing serially all the establishments, assigning digits to them. Then using the recommended table to select the establishments as required from units to tens and hundreds, etc. For example, since the number of the establishments to be considered is within tens. The consideration therefore, shall be units and tens. The first number in the table is 9275. Here 75 is the last two digits which should be considered. So far the study, 02, 04, 05, 06 08, 10, 14, etc on the table as they correspond with the digits of the establishments to be selected would be considered for selection.

The distribution of the establishments, the population and sample of the establishments are represented in table 3.2 below:

Table 3.2.

**POPULATION AND SAMPLE OF RECORDS MANAGEMENT STAFF IN GOVERNMENT MINISTRIES, PARASTATALS AND LOCAL GOVERNMENT HEADQUARTERS IN NIGER STATE**

ITEM	ESTABLISHMENT	POPULATION OF RECORDS MANAGEMENT STAFF	SAMPLE SIZE OF RECORDS MANAGEMENT STAFF
A.	MINISTRIES (9)	135	41
B.	PARASTATALS (26)	260	78
C.	LOCAL GOVT. HEADQUARTERS (25)	250	75
	TOTAL	645	194

### 3.5 INSTRUMENT FOR DATA COLLECTION

The researcher used observation and the interview to collect data for the study. This method involves visiting the site to gather the data about the target population from the sample and generalised the findings obtained on the entire population. The interview was employed to clarify facts and issues. The researcher made the observation personally and interview some of the senior records management staff in all the establishments visited on the records survey, appraisal, description, arrangement, conservation, security, preservation, maintenance,

use and disposition. See appendix I for interview questions.

### 3.6 PROCEDURE FOR DATA COLLECTION

The researcher collected the research data through observation and interview instrument. Afolabi (1993:59) postulated that “a researcher may apply more than one instrument to an inquiry.” He is of the view that an instrument to be used for investigation may be used in addition to other instrument to yield a reliable result. These instruments allowed records offices, staff, equipment, records management processes to be observed thoroughly and facts to be clarified from the interview. This helped the researcher to find out ways and manners in which records were organised, kept, maintained, secured and retrieved for use against the guidelines expressed by the various authors like Penn, Posner, Cook and Maedke.

### 3.7 PROCEDURE FOR DATA ANALYSIS

The researcher presented and analysed the data in intelligible and interpretable form using tables and percentages to obtain answers to research questions.

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## **CHAPTER FOUR**

### **ANALYSES OF DATA AND INTERPRETATION OF FINDINGS**

#### **4.1 INTRODUCTION**

This chapter provides analyses of data and interpretation of findings. The data analysed in this chapter were collected from the field through personal observation and interview.

#### **4.2 ANSWERING RESEARCH QUESTIONS**

This section answers research questions that were stated in chapter one.

##### **4.2.1 Research Question 1**

How are records surveyed, appraised and collected in government ministries, parastatals and local government headquarters in Niger State.

TABLE 4.1

RECORDS SURVEY, APPRAISAL AND ACQUISITION IN  
GOVERNMENT MINISTRIES, PARASTATALS  
AND LOCAL GOVERNMENT HEADQUARTERS IN  
NIGER STATE.

ITEM	ESTABLISH- -MENT	FREQUENCY OF MINISTRY REC.STAFF NO. 41	%	FREQUENCY OF PARAS- TATALS RECORDS STAFF NO.78	%	FREQUENCY OF LOCAL GOVT. HEAD- QUARTERS RECORD STAFF NO. 75	%
1.	Records survey	0	0	5	6	0	0
2.	Records appraisal	0	0	5	6	0	0
3.	Record retention and disposal policy	0	0	0	0	0	0
4.	Use of record transfer lists	27	66	5	6	0	0
5.	Records collection	0	0	5	6	0	0
6.	Records disposition	41	100	73	93	70	93

When the researcher interviewed the member of the senior records management staff and the observation made in Niger State archives and other establishments, it was revealed that records were surveyed in six ministries and they were collected by the Niger State Archives. The transfer lists were prepared

by the archivists before they were sent to the establishments affected. See appendix 1 for interview questions. Cook (1991) affirmed that archives materials should not be received or accessioned unless it has passed an appraisal test. The appraisal principle should be maintained by the archivists when sorting, arranging, describing and listing the records. It is improper for a records manager to transfer records without listing what he or she is transferring. The lists should be made and duplicate copies should be left in the registry when transferring the records to records centre.

It should be the same process when records are transferred from the records centers to the archives. It is not expected that only archivists should prepare lists of records. The lists should be prepared by both the records originating institutions and the visiting archivists.

However, the records retention and disposal policy does not exist in any establishment in Niger State. It was therefore, revealed that retention and disposal policy was provided by the state archives through their discretion. Table 4.1 illustrates these evidences with zero percentage.

With reference to the guidelines provided by Penn et al (1989) and the records management in Niger State, as shown in table 4.1, it would be reasonable to state that records survey, appraisal and acquisition in Niger State public offices do not meet the guidelines propounded by Penn et al (1989).

#### 4.2.2 RESEARCH QUESTION 2

How are records arranged and described in government ministries, parastatals and local government headquarters in Niger State?

TABLE 4.2

RECORDS ARRANGEMENT AND DESCRIPTION IN  
GOVERNMENT MINISTRIES, PARASTATALS AND  
LOCAL GOVERNMENT HEADQUARTERS IN  
NIGER STATE

ITEM NO.	ESTABLISHMENT	FREQUENCY OF MINISTRY RECORDS STAFF NO. 41	%	FREQUENCY OF PARASTATALS RECORDS STAFF NO.78	%	FREQUENCY OF LOCAL GOVT. HEAD QUARTERS RECORDS STAFF NO.75	%
1.	Sorting and listing of records.	41	100	78	100	75	100
2.	Description of records.	0	0	5	6.7	0	0
3.	Arrangement by structural list of records or finding aids	41	100	78	100	75	100
4.	Daily morning list.	41	100	78	100	75	100
5.	Organising of records:						
	(i) Serial list	41	100	78	100	75	100
	(ii) Physical size	0	0	0	0	0	0

From the researcher's observation of the establishments, records offices and the interview held with members of the senior record management staff, it was revealed that sorting and listing of records was done in most establishments under the name register of files. Morning list was another way by which movement of files was controlled. (See interview questions in appendix 1.2) and refer to table 4.2 above.

Arrangement of records was done by chronological order of the records by which they were enlisted and arranged during their current stage and they were organised by their serial lists. This is also evident in table 4.2 above by 100 percent in all establishments. However, some establishments records were organised by their subjects in alphabetical order.

When records are described, the identification of their series become easier and linked to each other through cross references. However, almost all the organisations do not describe their records and they depend on the chronological register for all retrievals. Referring to guidelines provided by Penn etal (1989) on records description and the records

management in Niger State as shown in table 4.2. It could be established that records description in Niger State does not meet the stated guidelines. It could be seen from the table that only one unit out of the parastatals described their records. It therefore, follows that there are no finding aids in Niger State public records offices for easy retrieval of records to save the time of both the records officers and the users of records.

#### 4.2.3 RESEARCH QUESTION 3

How are records conserved in government ministries, parastatals and local government headquarters in Niger State?

TABLE 4.3  
RECORDS CONSERVATION IN GOVERNMENT  
MINISTRIES, PARASTATALS AND LOCAL  
GOVERNMENT HEADQUARTERS IN NIGER STATE:

ITEM NO.	ESTABLISHMENTS	FREQUENCY OF MINISTRY RECORD STAFF NO.41	%	FREQUENCY OF PARASTATALS RECORDS STAFF NO. 78	%	FREQUENCY OF LOCAL GOVT. HEADQUARTERS RECORD STAFF NO. 75	%
1.	Jacketing and tagging of records.	41	100	78	100	75	100
2.	Repairing of records.	0	0	5	6.7	0	0
3.	Photographing and laminating.	0	0	0	0	0	0
4.	Typing of records lists.	18	44.4	52	66.7	0	0
5.(i)	Provision of files jacket and tags.	9	22	31	40	50	66.7
(ii)	Provision of stapling and punching machines.	0	0	0	0	0	0
(iii)	Provision of Stationeries	0	0	0	0	0	0
(iv)	Provision of typewriters	0	0	0	0	0	0
(v)	Provision of photocopiers and laminators	0	0	0	0	0	0
(vi)	Provision of gum needle and thread.	0	0	0	0	0	0

From the interview held with the senior records management staff, it was revealed that records conservation and processing equipment were provided. But the personal observation by the researcher showed that most of the employees and the establishments customers provided their file jackets and file tags whenever a new file was to be opened or when the file jacket were bad. This is represented in table 4.3 by 66, 22 and 40 percent.

Stationeries and other simple office equipment like punching Machines and stapling machines were provided as an extension of executive office supply. Typewriters were not provided in most of the establishments' record offices. But in local government headquarters whose records offices were the registries and typing pools, the records management staff were allowed to use the facility freely, since they were part of the system. Other essential equipment like photocopiers and map-cases were not provided to records offices, including the state archives where these facilities were required daily. This information is represented in table 4.3 by zero percent.

The major conservation work like the repairing of brittle, crumbled or tattered records including the binding services were not done neither were gum, needle and thread provided to the records offices.

When the information provided in the table 4.3 above on records conservation in Niger State public records offices is compared with the conservation guidelines provided by Cook (1989), it could be established that none of the records offices in Niger State practice records conservation that meet the guidelines.

#### 4.2.4 RESEARCH QUESTION 4

How are records preserved and maintained in government ministries, parastatals and local government headquarters in Niger State

Table 4.4

RECORDS PRESERVATION AND MAINTENANCE IN  
GOVERNMENT MINISTRIES, PARASTATALS AND LOCAL  
GOVERNMENT HEADQUARTERS IN NIGER STATE

ITEM NO.	ESTABLISHMENTS	FREQUENCY OF MINISTRY REC. STAFF NO. 41	%	FREQUENCY OF PARASTATALS REC.STAFF NO. 78	%	FREQUENCY OF LOCAL GOVT.HEAD QUARTERS REC.STAFF NO. 75	%
1.	Cleanliness of records office	36	87.5	41	53	50	71
2.	Shelving of records	27	66.7	41	53	30	70
3.	Keeping of Photographs	41	100	78	100	75	100
4.	Keeping of Maps	14	33	5	6.7	0	0
5.	Using of air conditioner	0	0	0	0	0	0
6.	Light in records office	18	44	26	33	35	46.7
7.	Using Thermometre and hygrometre	0	0	0	0	0	0
8.	Records accommodation	27	66.7	52	66.7	75	100

When the researcher interviewed the records management staff, it was revealed that the records offices in all establishments were kept clean.

This was also confirmed by the researcher's personal observation of

the records offices. These evidences were represented in table 4.4 by 87.5, 53 and 66.7 percent respectively. It was also revealed that air condition, thermometer and hygrometre were not used. But the registry accommodations for the records and staff were provided. No records center exist in any of the establishment and it was confirmed from interview and observation made. In local government headquarters, shelving of current records were practiced. However, some establishments provided file cabinets for both their dormant and current records. Others still ignored these and allowed their dormant records to be kept at the corridors and toilets deteriorating and decaying.

Although, some of the establishments studied had electricity supply, some records offices had no light. The reasons provided for this were those of faulty wiring and lack of bulbs to replace used ones. It is noted from table 4.4 that there were 100% responses to the keeping of photographs as against the poor responses to the keeping of maps by all the establishments. The reason advanced during the interview was that the pictures were more important and beautiful than maps.

#### 4.2.5 RESEARCH QUESTION 5

How are records secured in government ministries, parastatals and local government headquarters in Niger State?

#### RECORDS SECURITY IN GOVERNMENT MINISTRIES, PARASTATALS AND LOCAL GOVERNMENT HEADQUARTERS IN NIGER STATE

ITEM NO	ESTABLISHMENTS	FREQUENCY OF MINISTRY REC. STAFF NO. 41	%	FREQUENCY OF PARA-STATALS REC. STAFF NO. 78	%	FREQUENCY OF LOCAL GOVT.HEAD-QUARTERS REC. STAFF NO. 75	%
1.	Fumigation of records	0	0	5	7	0	0
2.	Provision of Fire extinguishers	0	0	5	7	0	0
3.	Cleaning and brushing of records	27	67.7	52	67.7	75	100
4.	Filling form before using a record	0	0	5	7	0	0
5.	Vigilant staff in research room	41	100	75	100	75	100

From the observation of all the establishments, it was revealed that, there were no provisions of fumigants, fire extinguishers to the records offices. It was also revealed that forms were not filled before the records were consulted, except in Niger State Archives where records management was practiced and records were strictly on close

access. However, it was confirmed from interview held with the senior records management staff, that records management staff in all establishments were vigilant over their records, particularly when the records users were consulting their records.

Provision of records security equipment to the state records offices was generally poor. There was general view during the interview that records would be destroyed one day by either fire, vermine, insects or worms if the situation does not improve. Afolabi (1988) Akussah (1990) and Cook (1991) identified the enemies of records as temperature, humidity, dust, water and vapour, rodents, insects, worms, reptiles, fire and human beings. They suggested measures that could be taken to combat each of these enemies. Afolabi (1991) emphasised the use of various ways of human surveillance and electronic devices to check record destruction and theft of archival documents.

It is therefore immaterial to have a records management programme without providing fire extinguishers, fumigants, thermometer, hygrometre and employ professionally skilled archivists or curators to take charge of the records offices in any establishment, particularly to implement the application of their skills to records management

programme.

With reference to the guidelines on records security provided by Penn etal (1989) it could be observed that, apart from records cleaning and human surveillance, practiced by establishments records offices in Niger State, there is no other outstanding security measure .

It therefore, means that records management in Niger State public offices fall short of the recommendations of Penn etal (1989).

#### 4.2.6 RESEARCH QUESTION 6

How qualified are records management staff in government ministries, parastatals and local government headquarters in Niger State?

Table 4.6

**RECORDS MANAGEMENT STAFF QUALIFICATION IN GOVERNMENT MINISTRIES, PARASTATALS AND LOCAL GOVERNMENT HEADQUARTERS IN NIGER STATE.**

ITEM NO	QUALIFICATION	FREQUENCY OF MINISTRY RECORDS STAFF NO. 41	%	FREQUENCY OF PARASTATALS RECORDS STAFF NO. 78	%	FREQUENCY OF LOCAL GOVT. HEAD-QUARTERS RECORDS STAFF NO. 75	%
I.	QUALIFICATION						
(i)	Degree	0	0	0	0	0	0
(ii)	Diploma	14	33.7	31	40	17	23
(iii)	School Certificate	27	66.3	47	60	60	77

The personal observation of the management staff in Niger State government ministries, parastatals and local government headquarters by the researcher, revealed that trained records staff head the records offices. However, interviews held with some senior administrative records staff confirmed that many of these heads have undergone courses on record administration in Niger State Polytechnic Bida. It was also confirmed that none of them was trained beyond diploma level. This is related to the finding of Okerulu (1988) when he studied Niger State Archives and found that there was absence of professional archivists and there were no in-service training programme for the staff neither was there adequate funding nor was there archives policy.

In many government establishments studied, many records management staff were the holders of first school leaving certificate personnels and very few of them, of course, had attained diploma qualification. These facts on professional qualification are presented in table 4.6 with low percentages and that of degree with zero percent. Another fact revealed was that almost all the records staff were not given chance to attend conferences and workshops. They were not paid health allowances and other incentives apart from their salaries and leave grants. The zero percent indicated in table 4.6 illustrates this.

In management, things are done through people. It is therefore imperative that sufficient qualified staff are expedient yet efficient manner. Maedke etal (1987) quoting the records managers and administrators ARMA international, suggested that the staff required for managing the records office should be degree holders. However, it was observed that Niger State lack professional records staff who possess degree certificate in records related disciplines. It could therefore be established that Niger State records management

programme lacks qualified, and skilled manpower to efficiently manage the records programme of the state.

#### 4.2.7 RESEARCH QUESTION 7

What problems are encountered in handling records in government ministries, parastatals and local government headquarters in Niger State?

Table 4.7

**PROBLEMS ENCOUNTERED IN HANDLING RECORDS IN GOVERNMENT MINISTRIES, PARASTATALS AND LOCAL GOVERNMENT HEADQUARTERS IN NIGER STATE**

ITEM NO	ESTABLISHMENT	FREQUENCY OF MINISTRY RECORD STAFF NO. 41	%	FREQUENCY OF PARASTATALS RECORDS STAFF NO. 78	%	FREQUENCY OF LOCAL GOVT. HEAD-QUARTERS RECORDS STAFF NO. 75	%
1.	Skilled manpower	3	7	9	12	5	6.2
2.	Availability of retention and disposal policy	0	0	0	0	0	0
3.	Funding the records unit	0	0	0	0	0	0
4.	Standard records Accommodation	0	0	0	0	0	0
5.	Staff incentives excluding leave grants and salary	0	0	0	0	0	0

From the observations and the interviews held with senior records management staff, (see appendix 1.7) it was revealed that there were no skilled records management staff in all the establishments except in Niger State Archives where there are staff with diploma qualification in records management. It was also revealed that there were heads of records offices who hold first leaving certificates in addition to

the 'on the job training experience'. It was further revealed that the staff were co-operative with their working colleagues and users of their resources.

However, the funding of the records units and provision of adequate working equipment were the major constraints in all the establishment's records units including the archives. Sometimes the expenses made on archives or records units were as a result of extension of the executive expenditure, in which other departments carry the lion-share.

There should be investment in the management of records through training of records staff, so as to become skilled records managers, the value which is highly rewarding to organisation which adopt the programme faithfully.

#### 4.3 CONCLUSION

The study examined the management of records in Niger State in term of records survey, appraisal, arrangement, description, conservation, preservation, maintenance, security, staffing and problems in handling the records. It was revealed from the study that apart from arrangement of records by their serial register lists and daily morning lists by which the movement of files were controlled, nothing more

serious in records management was practiced to meet the records management guidelines provided by Cook, Posner, Penn and Maedke. It can therefore, be concluded that records management in Niger State government establishments fall short of the recommended records management guidelines.

## **CHAPTER FIVE**

### **SUMMARY OF FINDINGS, CONCLUSION AND RECOMMENDATIONS**

#### **5.1 INTRODUCTION**

This chapter provide a summary of findings of the study as derived from the analysis of data in chapter four. It draws conclusion and make recommendations and suggestions. This study was undertaken with the objective of examining the management of records in Niger State in terms of records survey, appraisal, arrangement, description, conservation, preservation, maintenance, security, use, staffing and problems faced in handling records in ministries, parastatals and local government headquarters.

The interview and direct observation instruments used for the study were found most suitable. The instruments and the method adopted elicited information in consonance with the research problem. The area covered by the research instruments include all the records management elements stated above.

The interview were held with the senior records management staff, the staff officers and personnel officers in government

establishments in Niger State. Direct observation was carried out in form of visiting and inspecting the registries, records, offices, staff, stock rooms and archives in government establishments in Niger State. This was done to find out the ways in which records were organised, kept, maintained, secured, conserved and preserved and how these records were retrieved and used. These were examined against the record management guide lines provided by Penn, Cook, Posner and Maedke.

## **5.2 SUMMARY OF FINDINGS**

The findings were summarised based on the analysis of data as presented in chapter four. There were seven (7) research questions to which answers were sought.

The first research question states that; how are records surveyed, appraised and collected in government ministries, parastatals and local government headquarters in Niger State?

Records were not surveyed and appraised. But the ministries that transferred their records to archives did it in bundles based on their own discretions. There were no records centres, neither was there records retention and disposal schedule. It was also

confirmed that the archivists processed the records placing them on categories and produced their lists before the ministries could obtain the copies of the lists of what they transferred to the archives. It was also revealed that the archivists who processed the records designed their written guidelines in place of the records retention and disposal schedule.

The second research question states that; how are records arranged and described in government ministries, parastatals and local government headquarters in Niger State?

Records sorting and listing including the morning list were the best ways by which records were controlled in public records offices in Niger State. However, it was revealed that there were registers of records lists which were kept within easy reach of either the staff officers or records schedule officers in all open registries of the establishments. Most of the arrangements found were the serial numerical arrangements and were visible in some records units of many establishments, such as the confidential and departmental offices.

Looking at what is obtainable or practiced in the management of records in Niger State with the guidelines provided by Penn on records arrangement and description, it could be established that Niger State is practicing records management far below the guidelines.

The third research question states that; how are records conserved in government ministries, parastatals and local government headquarters in Niger State?

It was revealed that employees bring their file jackets and tags whenever they open new files or file jackets were bad. This situation was better in local government headquarters. It was observed that the records staff do their work actively in this area using their punching machines to perforate their documents. It was also revealed that repairing, photocopying and laminating deteriorating records were not done in any of the establishments. It was revealed that some establishments type their records lists out of the registers including the staff lists. In view of the records management in Niger State and the guidelines provided by Cook on records conservation, it could be said that the practice in Niger State does not meet the

guidelines.

The fourth research question states that; how are records preserved in government ministries, parastatals and local government headquarters in Niger State?

Records offices were kept clean, but air conditioners, thermometre and Hygrometre were not used in the records offices. There were provision of accommodation for the records and staff. Accommodation were better in local government headquarters. This was where shelving of current records was practiced some establishments provided file cabinet for both current and dormant records. Others dumped them in office corridors and toilets to decay.

The fifth research question states that; how are records secured in government ministries, parastatals and local government headquarters in Niger State?

There were no provision of records security equipment like fumigants, fire extinguishers, thermometres and forms were not filled before records were used except in Niger State archives where management of records was practiced and records were kept in close access. There were various opinions on the fear

that records may be destroyed one day. The only pronounced security given to records was human surveillance and cleaning of records and records offices. The accommodation provided were the registry ones.

Generally in regard to the records security provided in Niger State records offices fall short of the guidelines provided by Penn on the security of records.

The sixth research questions states that; what are the qualifications of records management staff in government ministries, parastatals and local government headquarters in Niger State?

The trained records staff were in-charge of the records offices, but they were the para-professional staff whose qualification were not beyond diploma level. It was observed that the records offices were staffed by many records staff who were school certificate holder without records management experience.

However, the study revealed that the in-service courses were given to records workers. But the professional records managers at degree were not found in the field.

With the reference to the guidelines provided by Maedke, there were no qualified records managers with degrees in records management in Niger State.

The seven research question states that; what problems are encountered in government ministries, parastatals and local government headquarters in Niger State?

It was revealed that, there were no professional records managers with degrees in records management; the records officers who were in charge of the records offices in Niger State were staff whose qualification was not beyond diploma level;

there were no adequate funds to run the records offices; the records retention and disposal schedule does not exist in the state records offices;

the records staff were not given incentives apart from their salaries and leave grants;

there were no records centres in the state ministries, parastatals and local government headquarters;

there were no ideal record offices in the State;

records management equipment and chemicals were not

provided in the State;

many valuable records were damaging in Niger State public record offices.

Despite the various problems facing the State records management, the records were still handled in such a manner that the method facilities document retrieval in the system.

However, with the lack of security, skilled records managers, equipment, and the guidelines provided by Cook, Penn, Posner and Maedke, it would be established that the record management practiced in Niger State government ministries, parastatals and local government headquarters fall short of the guidelines.

### 5.3 CONCLUSION

This study was conducted to examine the way records were managed in Niger State government establishments. The followings were particularly considered, the records, survey, appraisal, collection, arrangement, description, conservation, preservation, maintenance, security, use and staffing and the problems. This study revealed that, although there were records management practices in Niger State archives and in some ministries, parastatals and local government headquarters records offices, there were serious lapses. Some records were not properly processed and the emperals were not needed and the essential working equipments were not provided. There were no security to records and qualified records managers were not found in the field. The records staff were paid only their normal salaries and no other welfare incentives. It can therefore, be concluded that records management principles were not practiced in all the categories of establishments except in Niger State Archives which practiced it to some extent. The problems highlighted in this study could however, be

eliminated or minimised, if the recommendations in this study are implemented.

#### 5.4 RECOMMENDATIONS

The recommendations are based on the finding of the study. The study revealed some lapses in the records management as practiced in Niger State government establishments. When the following recommendations are implemented, it will enhance the proper management of records. This will save time of users and protect the historical and research records from loss, misplacement and decay:

- (1) Government ministries, parastatals and local government registries in Niger State should create records based on serious need to serve a purposeful transaction of organisational activities, and which value can remain the taste of time to avoid unnecessary weeding all the time.
- (2) All records units should be headed by the professional archivists or curators, who should be knowledgeable and well experienced in the field. He should be supported by at least para-professional staff to ensure ideal preservation, accessibility and use of records.
- (3) The records should be managed solely to facilitate their use and exploitation by users. Therefore, adequate working materials should be provided by parent organisation, such materials like files and tags, air conditioners, fire extinguishers, thermometres, building facilities and other infrastructure etc.

- (4) There should be trained and skilled records staff who should channel the affairs of records. They should in addition attain refresher courses on records and archives management to acquaint them with up-to-date skills. They should attend workshop, conferences and in-service training up to degree level in records and archives management.
- (5) Record centers should be established in ministries, parastatals and local government headquarters to facilitate proper management of records and propagate mature records for archives acquisition.
- (6) Records centers should be adequately funded to maintain air conditioners, light, purchase insecticides or fumigants, fire extinguishers etc.
- (7) The records should be handled with care and returned in good condition.
- (8) The records manager should classified their records as quickly as possible to avoid right information getting into wrong hands which is disastrous.
- (9) A body should be instituted to draw up a records schedule and disposal policy. This body should include at least the Chief Executive of the State, the Archivist of the State, the Director of Information and the State Librarian.
- (10) There should be preparation of records transfer list at both ends, during the transfer of records at any stage of records management. It could be from registry to records center or records center to archives. This list serve as a defence or prove to what was transferred, to where and when and what was destroyed.
- (11) The records management staff should always co-operate with records users. However, the law of provenance

should strictly be observed at whatever operations of records management.

- (12) There should be strict measure for offenders that could be caught mutilating, engraving, stealing or destroying records of any sort.
- (13) The records management programme in Niger State public records offices should be strictly adhere to records management guidelines so that the field can secured valuable information resources and promote information dissemination.

#### 5.5 SUGGESTION FOR FURTHER STUDY

The study does not claim to be completely exhaustive. For example, it is limited to the management of archival records in Niger State. As such, it dealt only with records in government headquarters, parastatals and local government headquarters in Niger State. In a study of this magnitude, it is desirable to suggest areas of further investigations thus:

- (1) The management of private records in Niger State. This will help identify ways and manners private records are organised, preserved and utilised.
- (2) The study of emirate council records in Niger State. This will examine emirate councils records in Bida, Minna, Kontagora, Borgu, Suleja, Agaie, Lapai and Kagara.
- (3) The control of public and private records in Niger State.
- (4) Administration of Local Government records in Niger State. This will reveal all the principles used in handling records in 25 local government areas.
- (5) The use of public and private records in Niger State.

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## APPENDIX I

### INTERVIEW/QUESTIONNAIRE QUESTIONS

- 1) How are records surveyed, appraised and collected in Niger State government ministries, parastatals and Local Government Headquarters?
  - a) Survey
  - b) Appraisal
  - c) Policy
  - d) Collection
  - a) Survey:
    - i) what is records survey?
    - ii) Do you survey records?
    - iii) Why do you survey records/why do you not Survey records?
    - iv) How do you survey records?
  - b) Appraisal:
    - i) Do you appraise records?
    - ii) Why do you appraise records/why do You not appraise records?
    - iii) How do you appraise records?
  - c) Policy:
    - a) Do you have records retention and disposal policy?
  - b) Collection
    - i) Do you transfer/collect records?
    - ii) Why do you/not/ transfer records?
    - iii) How do you transfer records?
    - iv) How do you disposed records?

Others suggest \_\_\_\_\_

---

2) How are records arranged and described in Niger State Government ministries, parastatals and local government headquarters?

- a) Arrangement                      b) Description.

a) Arrangement:

- i) Do you sort and arrange records
- ii) Why do you arrange records?
- iii) How do you arrange records?

- b) i) Do you describe records?  
ii) Why do you describe records/why do you not describe records?  
iii) How do you describe records?

Others suggest:-----  
-----  
-----

3) How do you conserve records in Niger State government ministries, parastatals and local government headquarters?

- 
- i) What is conservation of records?
  - ii) Do you jacket and tag records?
  - iii) What repair methods do you use on records?
  - iv) Do you provide the following equipment?
    - a) File jackets and tags
    - b) Staple and punch machines
    - c) Stationeries
    - d) Typewriter
    - e) Photocopier
    - f) Laminator
    - g) Gum, needle and thread

Others suggest:-----  
-----  
-----

- 4) How are records maintained and preserved in Niger State Government ministries, parastatals and local government headquarters?
- i) What methods of preserving and maintaining records do you use?
  - ii) Why do you preserve and maintain records?
  - iii) Others suggest -----  
-----  
-----
- 5) How secured are records in Niger State government ministries, parastatals and local government headquarters?  
-----
- i) what security methods do you use to protect records from destruction?
  - ii) Do you supply the following to your records office?
    - a) Fumigants/insecticides
    - b) Fire extinguishers
    - c) Users forms
    - d) Research-room staff
    - e) Brushes
    - Others suggest -----  
-----  
-----
- 6) What are the qualification of records management staff in Niger State government ministries, parastatals and local government headquarters?  
-----
- a) What is the professional qualification of head of records section?
    - i) Degree
    - ii) Diploma
    - iii) School Certificate.

- b) How many professional records managers do you have?
  - i) Degree
  - ii) Diploma
  - iii) None
  
- c) What welfare incentives do you give to records staff apart of their salaries and leave grants?

Others suggest -----  
-----

7) What problems are encountered in Niger State government ministries, parastatals and local government headquarters?  
-----

- i) Do you have sufficient professional records managers?
- ii) Do you have records retention and disposal policy?
- iii) Do you have sufficient funds to purchase records processing, conservation, and security equipment?
- iv) Do you have a standard records office?
- v) What incentives do you give to your records management staff?

Others suggest -----  
-----  
-----