

## Divisions of General Practice

### Information Management Maturity Framework (IMMF)

# Toolkit – Training pack for the information lifecycle (ILC)

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# Information Management Maturity Framework (IMMF)

## Toolkit – Training pack for the information lifecycle (ILC)

### Purpose

The purpose of the “Training pack for the information lifecycle (ILC)” is to assist Divisions address the action tasks below:

Action Tasks	Capacity Gap	Element of IM
Implement a formal ILC with defined stages for use throughout the Division.	Unaware to Reactive	Information Lifecycle
Implement a staff training program for IM.	Unaware to Reactive	User Perceptions
Define IM roles and responsibilities for assignment to senior management within the Division.	Unaware to Reactive	Management

One or more of these tasks should have been identified from the IMMF gap analysis and toolkit specification.

This tool provides advice to CEOs on the stages of the ILC and their implementation throughout all the Division’s programs and services.

Knowledge of the definition and principles of IM as they apply to Division programs and services is a pre-requisite for the use of this tool.

Implementation of the stages of the ILC is a pre-requisite for access to more advanced tools such as:

- Checklists for incorporating the ILC in the Division’s programs and services.
- Inventory of IM technology requirements for each stage of the ILC.

### Explanatory notes

A uniform national approach to IM requires Divisions to adopt a standard lifecycle for information.

Guidelines describe the stages of IM as defined in the framework, and provide advice on the inputs, activities and outputs at each stage.

A key concept of the lifecycle is the planning for reuse of information. This is achieved by using a three tiered stakeholder model for information use, answering the questions:

- What is the immediate requirement for the information?
- What reporting or analysis can be anticipated by other users in the Division?
- How may the information be needed or used in the future?

The training on the ILC should be attended by all staff in the Division.

The information in this tool does not require any prior ILC knowledge by the audience. The objective is to raise awareness and provide some practical links between the ILC and the daily working environment within the Division.



## Instructional design

This tool consists of three parts:

Part 1 – Guidelines for implementing an ILC.

Part 2 – A power point training presentation to introduce the ILC to staff.

Part 3 – A Division case study using the ILC.

### Part 1 – Guidelines for implementing an ILC

CEOs and senior program staff should review the guidelines and determine the Division’s ILC requirements.

The guidelines should be used to identify the ILC professional development needs of existing senior Division staff responsible for business programs or member services.

The content of the guidelines assumes an existing knowledge of the IMMF and that the benefits associated with the framework have been communicated directly to all Division staff. It is also assumed that staff have received the earlier training on IM definition and principles.

### Part 2 – A power point training presentation to introduce the ILC to staff

The power point presentation is designed for use with an audience of up to 40 staff, but the optimal size is a smaller group between 8 and 12.

The format is a tutorial style discussion. The slides introduce each new piece of information and then suggest discussion questions to assist the group establish a relevant link between each point and their personal experience working in the Division.

The presentation should not take more than 40 minutes and can be delivered by any executive manager.

### Part 3 – A Division case study using the ILC

The case study describes a practical scenario within a Division relating to the management of contact details for external parties who regularly liaise with the Division. The case study scopes facets pertaining to the Division, outlines a practical problem and asks the training participants to consider questions using the stages of the ILC.

It is a pre-requisite that all participants have either reviewed Part 1 of this tool ‘Guidelines for implementing an ILC’; or attended training based on Part 2 ‘A power point training presentation to introduce the ILC to staff’.

The case study should be run in two parts:

- 15 minutes for each participant to read the scenario and review the questions.
- 30 minutes discussion based on the questions, using instructor’s notes to ensure that the key stages of the ILC are covered.

### Summary of outcomes and resources

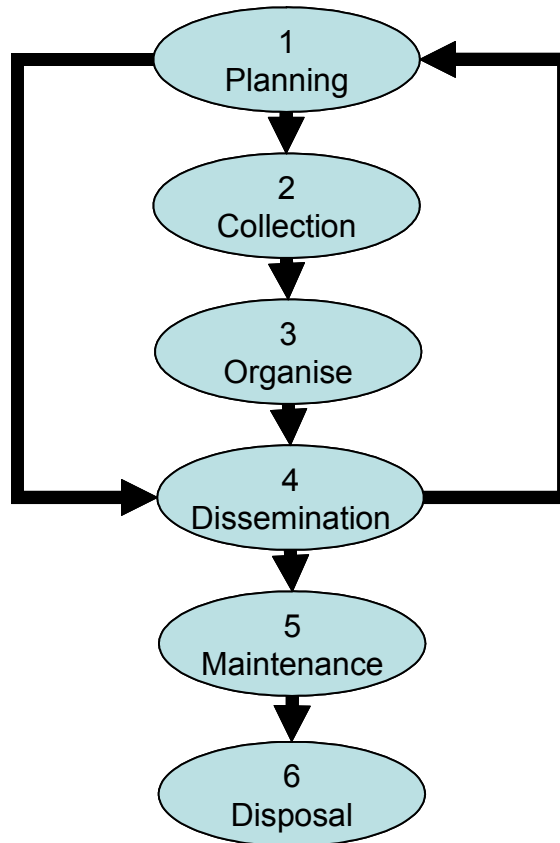
Workstreams	Outcomes	Resources
Skills or knowledge acquisition requirements for staff	<p>All Division staff are aware of the stages of the ILC.</p> <p>Senior program staff are able to apply the ILC to the Division’s programs and services.</p> <p>Gaps in knowledge of the ILC are specified for professional development training</p>	<p>This tool is self administered by Division staff.</p>



## Part 1 – Guidelines for implementing an ILC

The diagram below defines each of the six steps in the ILC. This guide will provide a description of each step in the ILC with a description and key inputs, and outputs defined.

It is recommended that all programs and services within the Division comply with a common ILC based on the following six steps:



Each of the steps occurs in sequence. However, it is recommended that the planning step be linked directly to step 4 for the planned use and dissemination of the information. Thus, planning refers to a three tiered analysis of information requirements, answering the questions:

- What is the immediate requirement for the information?
- What reporting or analysis needs can be anticipated by other users in the Division?
- How else may the information be needed in the future?

### 1. Information planning

*“The extent to which IM lifecycle requirements are incorporated into the Division’s programs and services.”*

Good planning is the key to the success of every initiative, large or small. This is the step where IM practitioners and managers plan measures to support the records and ILC. Planning in this context is about how the ILC is interpreted within the scope of each of the Division’s business programs and member services. It reflects how the Division as a whole treats information as an asset.

The most important aspect of planning is to recognise that any plan is better than no plan.

Detailed planning is conducted using an approach called the three tiered model of stakeholder requirements. A needs analysis is iterated three times to consider the information requirements of the group, the Division and the future.



### What is the immediate requirement for the information?

Each business program and member service within the Division should complete an information needs analysis to determine what records or information is required to support the group's objectives or tasks.

Records or information sets are then grouped or classified for further consideration within the ILC. Possible groupings could be:

- Program or activity based, i.e. all the information from a specific activity or initiative is handled as a single entity throughout the lifecycle.
- Classified by ownership and privacy considerations, i.e. is it internal Division information, members practice data or clinical data?
- Functionally organised information for different coding standards, i.e. can the information be managed as financial, HR, or clinical data?

The prime consideration in deciding how to group or classify information is the "value" of the information as an asset and which classification structure best represents the value of the records or information sets.

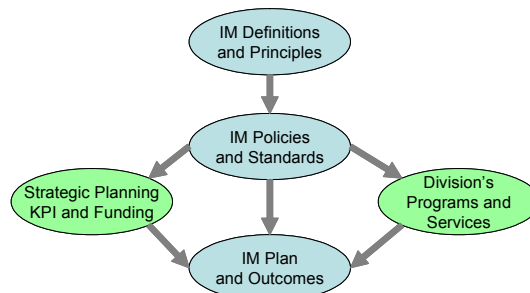
### What use, reporting or analysis can be anticipated by other users in the Division?

A second iteration of a needs analysis is required to anticipate the needs of other programs or services within the Division who may see value in the same records or information sets. This should be a formal process of consultation within the Division that may lead to incremental changes in the data sets so that the information is more easily reused.

It may also lead to changes in the consideration of how the information is grouped or classified for ILC management.

### How else may the information be needed in the future?

A third iteration of a needs analysis should be conducted against the Division's IM governance structure.



This is designed to anticipate how records or information may be needed in the future and to ensure that wherever possible existing information and classifications can be reused.

## **2. Information collection and capture**

*"The extent to which information collection, capture, sharing and reuse is optimised."*

During *Step 2: Information collection and capture*, records and information are being originated or received by the Division's employees. Records can take many forms: paper, photographs, emails, electronic files, or voice recordings. This is the stage where records and information are initially created or obtained.

The most important aspect of Step 2 is to recognise that information assets have been generated, and to encourage employees to assess the value and role of the information at the moment of creation within a recognised framework that makes it easy to support applicable legislation and departmental policies.

### Inputs for information collection and capture

- Develop and implement the processes and materials for the collection of data sets from internal or external sources.



- Determine the resource implications for data collection, data entry and data validation for each record or information/data set.
- Identify all constraints on the collection of records or information including:
  - Documentation standards.
  - Governance and accountability frameworks.
  - Policies and procedures for the access and privacy of information.
  - Security procedures.
  - Cultural and/or ethnic considerations.
  - Authentication requirements.
  - Version controls.

#### Outputs of information collection and capture

- The information asset, with an agreement for appropriate use from all stakeholders.
- An appraisal of the record's business value.
- An information inventory, with each record logged using tombstone data.

This stage is an important precursor to all the other stages of the records and ILC. Step 3 will organise the information to make it easy to locate and retrieve information when needed.

### **3. Information organisation and storage**

*“The extent to which the Division’s information is identified, categorised, catalogued, and stored to effectively support the Division’s programs and services.”*

During *Step 3: Information organisation and storage*, records and information are organised and stored according to a structured set of business rules and IT requirements. These rules and requirements prescribe the ways in which records and information must be stored and handled over time in order to support the Division’s unique business program and member service requirements.

This is the stage where records and information are organised for effective use, dissemination, maintenance and disposal. At this stage, each record is placed within a larger framework that defines its context within the Division’s overall information landscape and allows electronic and traditional systems to deal appropriately with each individual record.

The most important aspect of Step 3 is the presence and consistent application of IM guidelines that reflect the inputs described below. Good information organisation is a critical aspect of supporting timely and accurate information exchange.

#### Inputs for information organisation and storage

- Develop and implement the processes and systems for the classification and entry of data into a records management system.
- Develop and implement the processes for the validation of information stored in a records management system.
- Processes to update and reorganise information (data cleansing) in a records management system as new data are collected.
- Document standards, metadata and coding schema for specific classes of records.
- Policies for stewardship and ownership of records.
- Policies and procedures for access, privacy and security of each record.

#### Outputs from information organisation and storage

- Retrievable information assets, within an information classification system, descriptions and metadata in place.



- Access and privacy controls.
- Security measures.

This stage is an important precursor to all the other stages of the records and ILC. Step 4 will ensure that information is accessible by those who need it, when they need it, and in a form that they can use.

#### **4. Information use and dissemination**

*“The extent to which information can be located, retrieved and delivered to provide stakeholders with timely and convenient access.”*

During *Step 4: Information use and dissemination*, records and information are actively being accessed and shared by Division staff. The rules for who can access each record will have been determined in Steps 2 and 3, providing the right environment for easy access to timely, accurate and available information within security and privacy guidelines.

This is the stage where records and information are actively used and shared. All the other stages support this important phase of the records and ILC.

The most important aspect of Step 4 is the training and encouragement of employees to actively use and share complete and accurate information in a timely manner.

##### Inputs for information use and dissemination

- Defined formats and distribution requirements for all reports and analysis of information for each of the Division’s programs and services.
- Electronic systems and tools for data manipulation and analysis.
- Accurate advice on technology trends and legal and compliance issues for the electronic storage and distribution of information.

##### Outputs of information use and dissemination

- Extract information from a records management system to meet internal and external users’ information access requirements.
- Distribute reports and other information products to all authorised users in a timely manner.
- Provide accurate advice on the compliance, security and privacy limitations to the access or distribution of information.

Effective use and dissemination of records and information yields information assets that are accessible by those who need it, when they need it, and in a form that they can use. Some records may stay active and in use for decades, while others quickly become semi-active or ready for disposal. Step 5 addresses records ILC long term storage and maintenance requirements.

#### **5. Maintenance of information**

*“The extent to which the long term usability and safeguarding of information is ensured.”*

During *Step 5: Maintenance of information*, records and information are managed to ensure that they are kept current and secure, and they are not accidentally disposed of. Requirements are often unique to each classification of information - for example, records related to patient data may be managed differently compared to records that provide broad information on member general practices.

At this stage, the information framework is placed within a larger management framework that allows systems to deal appropriately with each individual record over time.

The most important aspect of Step 5 is consideration of the many important inputs described below. Good IM over time is a critical aspect of the records and ILC.

##### Inputs for information maintenance

There are many inputs that Divisions must consider when designing procedures for the maintenance, protection and preservation of records and information:

- Develop and implement the processes and systems to store, protect, and preserve information.



- Process and procedures for re-appraisal of business value of long term records.
- Data migration and systems upgrade plans.
- Assured effective operations of internal IT systems to support specified data storage and backup requirements.
- Disaster recovery plan (including essential records).

#### Outputs of information maintenance

- Long-term availability, understandability and usability of information assets, with migration and conservation activities, and storage and management of semi-active and dormant information.
- Creation of corporate memory.
- An essential records program with revised current value attributed to long term records.

Step 5 deals with records and information until they are no longer active and hence become ready for disposal. Step 6 details the ILC processes and procedures for information disposal.

## **6. Information disposal**

*“The extent to which the Division has, and follows, retention and disposal plans for information to ensure the timely disposal of information, subject to legal and policy obligations.”*

When they reach *Step 6: Information disposal*, records are deemed to be non-active and ready for a decision on their disposal path. This is a critical decision stage that is guided by legislation affecting records of archival value, concepts of legal control, and Division records disposal plans.

This is the stage where records and information have reached the end of their life cycles. One of three pathways for each record must be undertaken:

- destruction;
- alienation; or
- transfer of archival records.

It is important to deal with records as soon as it is determined that they no longer have business value to the organisation to avoid the costly buildup of stored backlogs of records.

The most important aspect of Step 6 is avoiding the wrongful disposal of records.

#### Inputs for information disposal

- Legal requirements and community standards for retention and disposal of records.
- Division processes and systems to dispose of information.

#### Outputs of information disposal

Effective disposal of Division records yields:

- transfer of records to archives;
- destruction of records; or
- return of records to original owners.

Part 2 – A power point training presentation to introduce the ILC to staff

Attached separately as a power point file



### Part 3 – A Division case study using the ILC

This case study is a practical example of how the IM planning for a Division's business requirements can be assisted by the application of the ILC. Whilst the case study does represent the experience of a real Division, the details have been de-identified.

#### **INSTRUCTIONS**

The case study scenario relates to the management of contact details for external parties who regularly liaise with the Division. The case study is presented in three parts.

Part A describes the scenario outlining the resources available within the Division and the business requirements the CEO is trying to achieve.

Part B describes the process and solutions used by the Division to achieve their business outcomes, and a series of discussion questions based on the stages of the ILC

Part C consists of instructor's notes for each discussion question aligned to the main teaching outcomes of the case study.

Parts A and B are provided to all participants in the activity and Part C is retained by the moderator/instructor for the activity.

It is a pre-requisite that all participants have either reviewed Part 1 of this tool 'Guidelines for implementing an ILC'; or attended training based on Part 2 'A power point training presentation to introduce the ILC to staff'

The case study should be run in two parts:

- 15 minutes for each participant to read Parts A and B and review the questions.
- 30 minutes discussion based on the questions, using the instructors notes in Part C to ensure that key teaching points are covered.



## A Division case study using the ILC

### PART A - Scenario

The Division under discussion has been established for 14 years in an outer-urban setting, and has 100 member practices supporting between 250 and 300 GPs.

The Division has a full time CEO who works to an active and progressive Board of Directors. The Division was accredited in 2006 using the ACHS EQUIP module. The Division is 100% dependent on the DoHA funding for its core activities and programs. Staff and position descriptions within the Division are:

Position Title	Work Mode	Staff Classification
Executive Officer	Full Time	EO
Program Officer – Nursing	Full Time	Program
Program Officer – Immunisation	Full Time	Program
Program Officer – Aged Care	Full Time	Program
Program Support Officer – Nursing	Part Time - x3 days a week	Admin
IMIT Officer	Part Time – x2 days a week	Admin
Administrative Officer	Part Time – x4 days a week	Admin

- The Division implemented a CRM last year after it received a rebate from DoHA. The CEO notes that although numerous hours have been spent in training staff how to use the tool, she has major concerns about the quality of information in the system. She has also noted that the information is not up to date.
- The Division also acquired a new exchange server. It is noted that information in the public contacts folder has not improved since the purchase of the new server. The CEO would like to see this situation improved.

#### CEO's Business Requirement

- To ensure that relevant and up to date contact information is present in the CRM, particularly in relation to GP membership.
- To ensure that accurate contact information is present in the public folders on the exchange server. This includes GP member details, program officer details throughout the region and details of all parties with whom the Division communicates in one way or another.
- The IMIT officer has been delegated to improve the situation.



## A Division case study using the ILC

### **PART B – The solution proposed and questions for discussion**

The IMIT officer identified a series of work practices and processes to support the desired outcomes as required by the CEO.

The classifications for information to be recorded in both the CRM and Public Contacts Folder was determined to be GP member details, program officer details throughout the region and details pertaining to all other parties with whom the Division communicates with in one way or another.

The other immediate requirement was to ensure that the contact information as present in the Public Contacts List is “mirrored” in the CRM and that additional information is recorded in the CRM against the contacts record according to the information requirements of program staff.

At present, distribution lists are stored in either the CRM or Public Contacts Folder. Distribution lists are maintained by the IMIT officer in the Public Contacts Folder; whilst in the CRM, there is no clear outline defining who is responsible for entering the information.

In order to achieve the requirements, the following steps were identified:

- Streamlining data collection processes for contact information.
- Ensuring that steps in the data collection process are owned by a certain parties and that they have responsibility for data integrity.
- Ensuring that data is entered into one medium and that this data is mirrored in the other medium.

To implement these steps a series of new processes were developed in relation to the update of new and existing contacts information. They are represented in a flowchart as shown overleaf.

The IMIT officer identified the following resources required to ensure that the processes defined over page can be followed through:

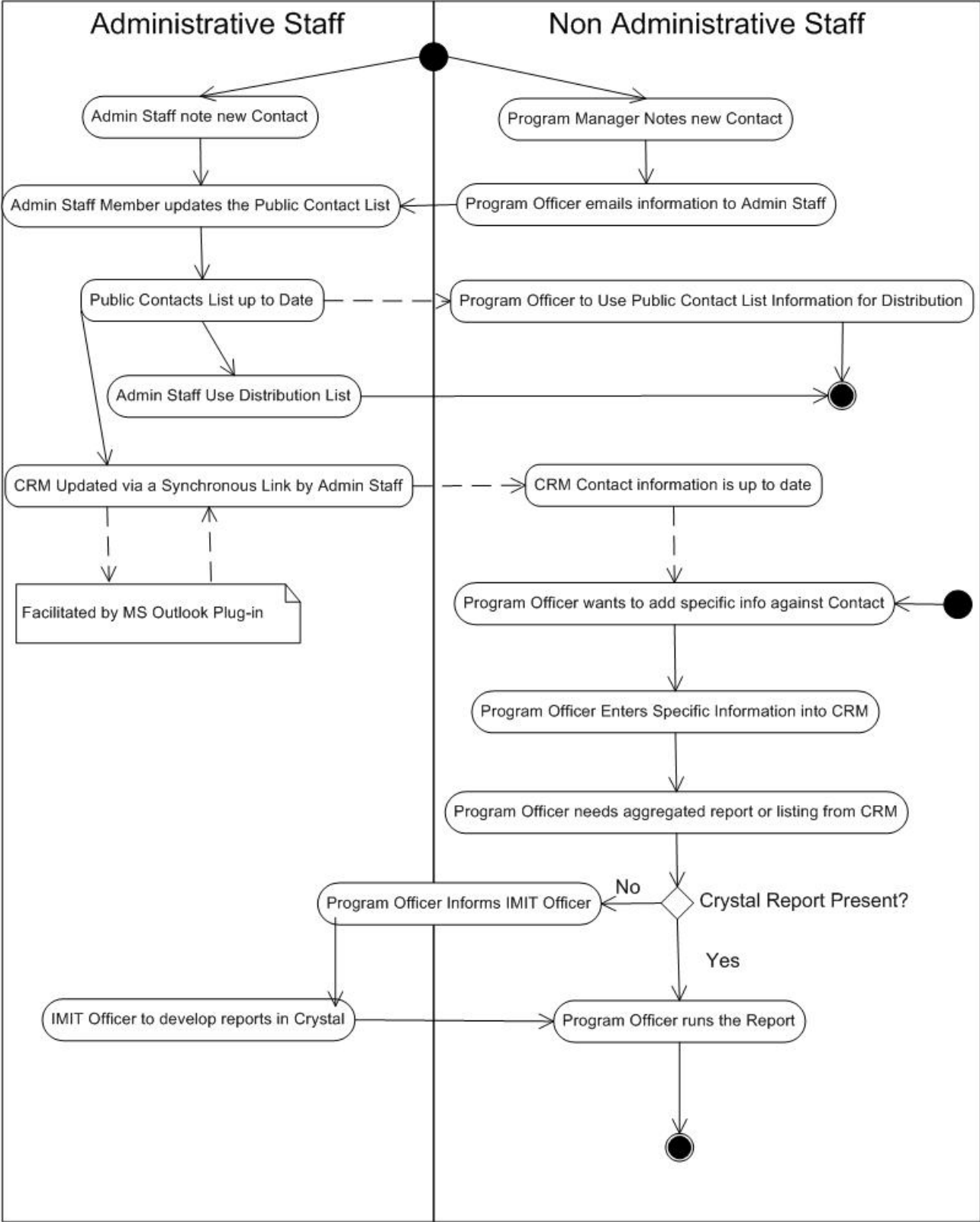
- Purchase of MS Outlook plug-in to facilitate transfer or synchronisation of data from Public Contacts Folder to CRM.
- Purchase of licensed copies of Crystal Reports.
- IMIT Officer to be trained in modifying database fields.
- IMIT Officer to be trained in use of Crystal Reports.
- IMIT Officer to be trained in UML Data Modeling.
- Training of staff in use of MS Outlook functionality.

In addition to the immediate tasks a Use Case Specification will need to be prepared to determine:

- The functionality of the contacts information system.
- The internal/external parties who will need to use the functionality of this information system to achieve desired outcomes.



## Process for Updating Contact Information at Case Study Division





## **Questions for discussion**

### Question 1: Panning

What do you think of the decision to delegate this task to the IMIT officer?

Did the program staff within the Division complete an information needs analysis to determine what contact information they need?

How is contact information disseminated?

How would you describe the data needed for contact information in your Division:

- for immediate use by program staff?
- for use by the CEO or Administrative staff?
- to anticipate what contact information may be needed in the future?

### Question 2: Collection and capture

Does the solution describe how the contact information will be collected and validated as accurate?

How would your Division plan to collect and validate contact information?

What security or privacy considerations are there for collecting and disseminating contact information?

### Question 3: Organisation and storage

How has the Division chosen to classify contact information for storage?

Is the contact information organised for effective use, dissemination, maintenance and disposal?

What records management systems have been selected for storage of contact information? Are they appropriate?

### Question 4: Information use and dissemination

How will the Division:

- extract contact information from its CRM system and Public Folders system to meet program staff requirements?
- distribute reports and other information products based on the contact information?
- provide accurate advice on the compliance, security and privacy limitations to the access to or distribution of contact information?

### Question 5: Maintenance

How will the Division ensure that contact information is kept current and secure?

### Question 6: Disposal

What circumstances would trigger the need to dispose of contact information?

Should contact information be archived or destroyed?



## A Division case study using the ILC

### **PART C – Moderator/instructor notes**

#### Question 1: Panning

What do you think of the decision to delegate this task to the IMIT officer?

*The task should have been delegated to one of the full time program officers who can best articulate the requirement for contact information. By using the IMIT officer the CEO has ended up with a systems rather than a needs focus, and a long list for IT training and tools.*

Did the program staff within the Division complete an information needs analysis to determine what contact information they need?

*No. The data set for contact information has not been addressed; it has been assumed that whatever is collected now is adequate.*

*In the ILC Stage 1, planning needs to be directly linked to the business requirement and the methods of dissemination in Stage 4. Refer back to the diagram and explanation on page 4.*

How is contact information disseminated?

*Contact information is usually disseminated as addresses and group distribution lists for email, phone/fax contact lists or mailing labels for surface mail delivery.*

*Contact information may also be needed for reports, e.g. based on the number in any grouping of members (e.g. GPs by postcode), or the number of active/inactive program staff in each program area.*

*Encourage the participants to contribute their own ideas on how contact information might be used.*

How would you describe the data needed for contact information in your Division:

- for immediate use by program staff?

*What data set is needed for a complete record of contact information.? Consider the possibilities for new technology such as Skype contacts.*

*Mention the value of knowing and recording the preferred method of contact for each member i.e. email, telephone, fax or surface mail. Or, what days of the week do they read mail? Are they willing to receive unsolicited communications from you?*

- for use by the EO or Admin staff?

*Encourage the participants to contribute their own ideas on what additional contact information might be required by CEO or administrative staff e.g. maybe the CEO needs to know first name and preferred name, rather than just initials.*

- to anticipate what contact information may be needed for in the future?

*Consider things like reports on the frequency of use of particular distribution lists, to check that they are still useful.*

*Ask what additional information (such as additional classifications or meta data) can be added to a contact record that might assist in the dissemination of information, e.g. are GPs members of special interest groups or societies; what training or research interests do they have.*

#### Question 2: Collection and capture

Does the solution describe how the contact information will be collected and validated as accurate?

*There is no systematic approach to checking existing records and verifying what data is missing, then allocating resources to get the missing data.*

*A process is also required for the routine checking for new modified or lapsed contacts*

How would your Division plan to collect and validate contact information?

- *Who will do it, and what are the procedures pertaining to collecting contact information?*



- *Monitor the amount of time required by administrative staff to collect contact information and to ensure that sufficient time is allocated to complete tasks properly.*
- *How will contact information be validated? Who is responsible for checking?*

What security or privacy considerations are there for collecting and disseminating contact information?

*Ensure that newly developed policies and procedures comply with relevant legislative requirements pertaining to data collection and information privacy.*

### Question 3: Organisation and storage

How has the Division chosen to classify contact information for storage?

*Contact details are classified as GPs, program officers and others.*

Is the contact information organised for effective use, dissemination, maintenance and disposal?

*Encourage the participants to contribute their own ideas on what additional classifications may be useful for contact information within a Division. A list of things to consider includes:*

- *Processes put in place to ensure that ALL contact information is entered into the Public Contact Folders by administrative staff and that this information is then passed into the CRM for further use via a synchronous link.*
- *A revision of the CRM Schema to ensure that all fields that are required to describe a contact accurately are present in the CRM.*
- *Business rules need to be put in place when entering new contacts into the Public Contacts Folders and when adding additional information in relation to a contact in the CRM. Some business rules to be automatically enforced via the creation of mandatory fields and validation rules in the CRM whilst other business rules may be passed on to relevant users via policies and procedures.*
- *Policies and procedures to clearly outline who is responsible for maintaining what part of the contact record and at what stage. Staff roles and responsibilities also need to be clearly articulated and enforced. Only administrative staff will be given permission to add new contacts into the Public Contacts Folder and only program officers will be given permission to edit contacts in the CRM.*
- *Documentation for any CRM structural modifications to be strongly maintained.*

What records management systems have been selected for storage of contact information? Are they appropriate?

*Using a combination of the CRM system and the Public Folders in the Exchange Server, the Division does probably have the most suitable means to organise and store contact details. The task to ensure that details are synchronised between the system is a good idea.*

### Question 4: Information use and dissemination

How will the Division:

- *Extract contact information from its CRM system and Public Folders system to meet program staff requirements?*

*Consider details grouped for each classification, and separately formatted for email and surface mail distribution lists, contact lists of phone and fax numbers, to ensure that they cater for all required uses.*

- *Distribute reports and other information products based on the contact information?*

*Encourage the participants to contribute their own ideas on what additional reports may be useful using contact information within a Division. Other things to consider are:*

- *Scope reporting needs by program officers and note what can be provided via the CRM.*
- *Develop required reports pertaining to contact information using a report writing tool such as Crystal Reports.*



- *Train relevant program officers in how to access relevant Crystal Reports as developed and refresh data accordingly.*
- *Produce documentation pertaining to report usage and functionality.*
- *Scope the need for additional distribution lists via information as present in the Public Contacts Folder.*
- *Train all staff in how to fully utilise the functionality of Microsoft Outlook.*
- *Provide accurate advice on the compliance, security and privacy limitations to the access to or distribution of contact information.*

*Discuss the need to have an audit trail for users of the CRM system. What reasonable actions can be implemented to prevent security or privacy breaches? Consider:*

- *Staff training in current legislation.*
- *Strong use of individual passwords with enforced password changes.*
- *Limiting access to the CRM from any unsecured network such as a wireless LAN.*

#### Question 5: Maintenance

How will the Division ensure that contact information is kept current and secure?

Consider:

- *Regular back-up of the data to independent physical storage, i.e do not backup to a file on the same server or drive; back up to CD, DVD or other separate medium.*
- *Reports that will be run by administrative officers on a regular basis to search for missing or inaccurate or inconsistent data.*
- *Implementation of a sampling and verification program or similar quality assurance process to ensure continuous data accuracy.*
- *Formal re-evaluation of the contact details and distribution lists every twelve months to determine whether they meet all the Division's business requirements.*

#### Question 6: Disposal

What circumstances would trigger the need to dispose of contact information?

*Consider the death, retirement or relocation of members whose contact details are stored by the Division.*

*How will the Division detect changes in status of any member's contact information?*

Should contact information be archived or destroyed?

*Whilst a member is still active, it can be justified that their previous contact information is archived to create an audit trail of data for the same entity. Details for retired, deceased or otherwise inactive members is more appropriately destroyed or deleted.*

**End of Document**