

case study

Interim Management In Action

All Change at UCL Records Department



When UCL's Records Manager was approaching retirement, it turned to the UK's longest established Interim Provider, Russam GMS, to find the ideal candidate to run the department in her absence.

With over 25 years' experience of working in the information management outsourcing sector, and with extensive general and commercial management experience, Interim Manager David Booth was recommended and subsequently hired. The assignment started as a gap management role but it evolved considerably, with David using his skills to improve records management across UCL.

David modernised the department - redefining key job roles, changing a number of business processes and ensuring they were in line with government regulations. He also introduced new technology to improve the way university records are stored securely on and off site.

He conducted a full departmental review and noticed that the methods of updating and storing the records could be improved and the department needed to promote its services more effectively to other departments. He also wanted to change the team structure in order to share the workloads across the department more efficiently.

Following the review, David recommended that the department did not need to hire additional staff and that the work could be shared out within the department. Next, he centralised University records and tightened up the process of storing data, increasing data security and making it easier for people to retrieve records. David also improved the security around the transportation of data and records between departments and to off site locations.

He reviewed all the existing data storage processes to ensure UCL was compliant with new government regulations surrounding data protection. He also held a series of workshops advising colleagues on the data protection policy and later introduced several new online data storage processes to reflect these regulations.

A new Electronic Document Records management system was being introduced at UCL and David also acted as key advisor to a working group involved in the implementation of the new system. He also redefined training courses for staff in Records Management, Data Protection, and Freedom of Information.

He broadened the range of assets that could be stored securely in an off-site storage facility. Traditionally, the facility was reserved

for paper documents however, in the future it would include other items of value, for example, rock specimens from the Earth Sciences department and electronic storage media.

David says, "By offering wider skills and greater experience than a conventional Records Manager, I was able to effect change more easily. My background in Electronic Data Records Management enabled me to provide expertise in modern techniques and it helped me break down long standing work practices."

