



The role of Arab National Archives in supporting the professional training of the electronic records managers

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Abstract:

The interest of National Archives in some Arab countries in developing the skills of records managers, and preparing qualified and trained staff to work in records centres is growing steadily. This trend on the part of the Arab National Archives coincides with the initiation of National Archives in some developed countries to provide training programmes for records managers to provide them with sufficient knowledge and skills for the requirements and practices of electronic records management. This study presents the types and contents of training programmes of records management in a number of foreign and Arab National Archives to extract the most important guidelines and practices that officials in the Arab archives centres can benefit from in planning and developing continuous training programmes for electronic records managers. The study uses the descriptive analytical method in collecting data related to training programmes in the National Archives it covers. Yet, it uses the comparative approach to compare some features of training programmes among National Archives. In collecting data, the study relied on several tools, including a list of questions sent by e-mail to those responsible for training in US National Archives, and e-mail communication with those responsible for training in the other National Archives covered in the study so that the researcher can complete data related to the training programmes provided. The study examined the features of training programmes of electronic records managers provided by National Archives, such as training objectives, training techniques, trainers, trainees, training curricula, programme duration (short-term or long-term), regularity of the programme, the means of its presentation (seminars, webinars, etc...). Among the results of the study is that some document laws in the Arab countries (such as the Sultanate of Oman, Tunisia) emphasized the role of the National Archives in assisting the document departments in institutions to train records managers to be qualified to work in document departments. Moreover, Arab archives need to adopt long-term training programmes to develop the skills of records managers in electronic records management, and to provide through its websites e-learning packages (webinars,

workshops, video recordings, etc.) which can be used as a part of the training and update of information related to records management and the technologies used.

Keywords:

Electronic records management, National Archives, training programmes, records managers training.

1. Introduction:

Some Arab countries have begun to adopt modern systems for managing their administrative records with the aim of enhancing the information services provided to officials and decision-makers in the country, and the public that benefits from the various applications of e-government. Based on its responsibilities assigned to it in light of the archival legislation in each country, the interest of National Archives in some Arab countries is growing steadily to develop the skills of records managers, and to prepare a qualified and trained staff to work in records centres. This approach on the part of Arab archives coincides with the initiation of archival institutions in some developed countries to develop training programmes to provide the records managers with sufficient knowledge and skills for the requirements and practices of electronic records management. The records managers are responsible for managing and coordinating the record management programme for the organization they work for. The systematic training of records managers is the key to the success of knowledge management programme in any organization. This training programme should target new employees, especially those whose work relates to records of organization.

1.1 Training: concept and types

Training refers to the organized and planned effort to provide the manpower with specific knowledge, improve its capabilities, and change its behaviors and trends in a positive and productive manner (Al-Durrah, 1988, p15). Training is the tool that testifies that individuals, specifically employees, acquire new abilities and skills and improve their knowledge in order to master the new technologies, to be more efficient in serving their institution well nowadays and in the future (Kamel, 2012, p14). The theoretical part in training includes lectures and discussions before, during, or after the practical performance. As for practical training, it may be individual or teamwork, such as working in groups, or solving a problem. In most, if not all, training programmes, theoretical and practical parts overlap. The quality of the training programme is evaluated according to several aspects, including the clarity of its objectives, the form in which the scientific material is presented, the means and devices used in training and the extent of their adequacy and readiness to use.

Various types of training can be given to employees such as guidance training and training for information renewal. The most common training programmes are *Induction Training* for new employees to introduce them to the internal environment of the organization and help them understand existing procedures and policies in that organization, and *Job Instruction Training* which provides an overview or complete information about the job. Moreover, vocational and technical training (*Vestibule Training*) is an actual job training that must be done by an employee but takes place away from the workplace in a training room. Thus, *Refresher Training* is provided in order to incorporate the latest developments in a specific area to improve the skills of employees, and in the *Apprenticeship Training* the trainees or workers spend a specified period of time under the supervision of a manager (Chand, 2020).

1.2 Training within the National Archives services:

Records Management means the control of documents creation and administrative activities related to it, its receipt, maintenance, use, and determination of its ultimate destiny; to acquire satisfactory documents of high

quality in the form of records, appropriate to government policies and transactions, and achieve effective and economic management (Petzel, 2012, p7). This includes effective and systematic control of the creation, receipt, maintenance, and then the final decision whether permanent preservation or disposal of documents if they are not important any longer. Electronic documents mean in this context the documents that can be stored, transferred, or processed by a computer (International Records Management Trust, 2009). An electronic record is a record made or received and set aside in electronic form (Duranti, 2001, p272). Information in electronic records is represented by electronic pulses and saved in a digital form on computer or magnetic storage media such as magnetic tape, hard disk, or compact disk (Government Records Service, 2011, p33). Many institutions have records managers who are responsible for developing and implementing records management policies that take into account business needs while adhering to relevant legislative provisions and good practices. These policies are implemented through a records management system that is compatible with the institution's policy, and such a system may be manual that uses paper documents and traditional indexes, or may depend on an electronic system, or a combination of both. Hence records managers are considered one of the most important human forces that should be developed continuously in the institutions, by training them continuously, especially in light of the successive developments in using information technologies and directing towards e-government applications. Therefore, the institutions seek to establish ongoing training programmes for their employees to provide them with knowledge and sufficient skills for records management requirements and practices, particularly document creation, control and management in records maintenance and retrieval systems (Government records service, 2011, p25).

Several factors contributed to emphasize the importance of training the records managers, including the knowledge explosion which has become a distinctive feature of the times, and the developments in the applications of maintaining and retrieving administrative records. In this regard, the Society of American Archivists (SAA) emphasizes that the documentary and archival studies programmes should aim at preparing professionals to deal with future records as well as past ones, and that the graduates should train on many technical tasks in various institutions (Society of American Archivists, 2002, p.25).

When records managers are in in clear need of information and appropriate finances are available, the National Archives can develop a programme to qualify them, as this is an essential service that the National Archives provide to qualify the staff in the records departments, so that they can benefit from modern technology and provide advanced information services. The US National Archives (NARA) have developed advanced training courses to Federal Bureau of Investigation (FBI) designed to meet the changing needs and the nature of these documents.

In 2004, NARA developed curricula and training materials to be used in new training courses for federal records managers. Moreover, federal agencies and departments are obliged to train all personnel involved in records management in accordance with training programmes approved by NARA. In 2005, after consulting experts in adult education, NARA created a set of training courses called Certificate of Federal Records Management Training. It includes information that should be known and skills that should be mastered by federal records managers (National Archives, 2019).

Records services are considered the basic tasks of the National Archives, and among these services are: reference guidance for users which is concerned with answering users' inquiries, providing access to documents, photocopying documents at the users' will, or publishing documents, and traditional and virtual exhibitions of documents. National Archives provide also other services like preparing lists, indexes and summaries, or providing ongoing briefing services to review newly available documents, selecting the appropriate ones and informing researchers interested in them, maintaining documents and restoring and protecting them from factors that cause damage to them. Moreover, training and education are among the main services that the National Archives are interested in, either in creating education programmes for school students and teachers or training programmes for records managers to explain to them the nature of documents and the ways of organizing,

preserving and retrieving them and the modern techniques used in managing and controlling them (Elsawy, 2013).

The study examines the features of the training programmes of electronic records managers provided by the National Archives, such as training objectives, training techniques, trainers, trainees, training curricula, programme duration (short-term or long-term), programme regularity, the means of its presentation (seminars, webinars, etc...).

1.3 Importance of the study:

This study is useful for Arab National Archives in developing vocational training programmes related to electronic records management, by analyzing experience elsewhere and its most prominent features in the National Archives included in the study. Furthermore, this study coincides with the current efforts made by some Arab countries to develop their National Archives' system, and improve the capabilities of records managers in response to the requirements of administrative development to prepare a qualified and trained staff to work in the records departments and archives centres.

1.4 Focus of the study:

By analyzing the training programmes provided by National Archives to support the professional development of records managers, the researcher found that some National Archives are exceptional in the training programmes services concerning their diversity and content. Therefore, the researcher asserts that it is important for Arab records managers and Arab National Archives as well to learn about the features of these programmes, to extract the most important features to help them develop their own vocational training programmes.

1.5 Study objectives and questions

The study aims to identify the features of the current system of training the electronic records managers in the National Archives, and to benefit from them in developing training programmes for records managers in the Arab world. The study seeks to answer the following questions:

- Do National Archives offer training programmes in electronic records management?
- Have these National Archives got a plan for training programmes to train records managers (annual plan, quarterly plan ...etc.)?
- What kinds of training programmes they provide in foreign National Archives and Arab National Archives?
- What are the features of training programmes provided by these archives centres (short-term or long-term programmes, training days, training hours, targeted categories ...)?
- What are the tools and techniques used in the training?
- Is there an evaluation for the trainees at the end of the training programme?

1.6 Study limitations:

The study examines the training programmes of National Archives in electronic records management in a number of countries (the United States, the United Kingdom, Australia, Japan, India, Egypt, Iraq, Oman and Tunisia). The latest update of study data was in May 2020.

1.7 Study method:

The researcher used the descriptive analytical method in collecting data related to training programmes in the National Archives covered by the study, whereas he used the comparative approach in comparing some features of training programmes among National Archives.

1.8 Data Collection Tools:

In collecting study data, the researcher relied on the following tools:

1. Research on the websites of National Archives covered in the study, the strategic instructions of some National Archives, such as the National Archives of US, and the annual reports and guides they issue (National Archives, 2003a).
2. To complete the information available on the National Archives' websites about training programmes, the researcher emailed a list of questions to the training officials of US National Archives, and included (28) questions related to the features of training programmes of records managers. The questions aimed to determine how often the National Archives present programmes to develop the skills of records managers, the regularity of holding training courses, the fields of training, the features of programmes offered, the conditions for enrollment in the training programme, teaching aids and applications used in the training, the finance of training, the categories of trainees, and the most important obstacles the National Archives face in providing training programmes for records managers.
3. E-mail communication with those responsible for training in the National Archives so that the researcher can complete information related to the training programmes provided.

1.9 Study community:

The study targets an analysis of training programmes for electronic records managers in the National Archives of a number of countries (the United States, the United Kingdom, Australia, Japan, India, Egypt, Oman, Iraq, and Tunisia), so that the Arab National Archives can benefit from it in planning and developing its training programmes. In selecting the archives centres analyzed in this study, the researcher gave priority to those that provide training programmes related to the management of electronic records, and those that provide on their websites information about the training programmes they provide. The study gave more focus to the experience of the National Archives of the United States because of the variety of training programmes they provides and the diversity of categories of beneficiaries targeted by their training programmes. Moreover, their training programme of federal records management includes all legislative, regulatory, procedural and guiding aspects related to federal records management.

1.10 Previous studies:

The online research showed that there are many Arab studies about the training of information specialists from various aspects such as planning training courses, identifying needs, evaluating the training programme and measuring its impact, and how to raise its efficiency, ...etc. (Soliman, 2010). However, the researcher did not find studies that presented a thorough analysis of the professional development and training of records managers and archivists, especially regarding the role of National Archives in supporting the efforts of records managers' training. Besides, it is noted that most of these studies depend on descriptive research.

An example of the studies related to the training of archivists and records managers is that of Cook (1981), which was commissioned by UNESCO at the request of the International Council of Archives (ICA) to determine the requirements of professional training of archivists in the Caribbean. The study recommended to establish a permanent centre for vocational training of archivists, and a series of short and practical courses lasting for about one month each, to be implemented in various countries of the region, and to be available to students from other countries. To assure some kind of authentication to these courses, the study recommended granting official certificates to trainees, linked to the trainees' test at the end of the training programme.

Successful records reservation requires the services of professional and semi-professional records managers who can organize the chaotic world of information in many organizations and institutions. Through education and

training, the new generation of records managers will be able to improve the current status of information management in many companies, institutions, government offices and organizations in African countries. The purpose of this paper is to discuss the basic requirements to train archivists and records managers at the professional and semi-professional levels in Africa, and to propose a communication approach for each of the different levels (Afolabi, 1993). The education and training programmes in the field of records and archives all over the world face increasing pressures from the labour market due to the urgent need for records managers and archivists who can meet the challenges of a rapidly changing labour market. The study confirms that the lack of sufficient funding and competent trainers can undermine the capacity of existing programmes and the results of these programmes in Africa are still less appropriate to the requirements of the labour market. The study of Nengomasha (2006) discussed the topic of training in the profession of records and archives management in Namibia and its responsiveness to labour market needs, focusing on the role of the National Archives of Namibia as the institution mandated to provide records management services to the government. The study made some suggestions for how to meet the needs of the labour market. It included that students should be academically qualified on solid foundations in all aspects of records and archives management. However, this should include a training unit on electronic records management, and that the programme provides students with the knowledge and skills necessary for the profession they have chosen.

2. Training programmes for records managers in National Archives

2.1 The National Archives of United Kingdom

The National Archives offer training courses in records and information management, information security and the public records system in UK (Table 1) (The National Archives, 2019a). When planning for some technical training courses, the National Archives used specialized agencies. For example, when the National Archives planned a training course on information security, it used the National Centre for Electronic Information Security. In addition, the National Archives provide e-learning packages to public sector institutions that can be used as a part of identification and training to update information related to records management and the technologies used. The UK National Archives set some conditions for enrollment in certain courses. For example, the training course (Digitization Training) is restricted to employees of entities that transfer records to the National Archives. The Archives provide trainees on its website with access to the training material for a number of its training courses and PowerPoint presentations (The National Archives, 2020).

Table 1: Examples of training programmes provided by the National Archives of UK

Training type	Name of the programme	Topics covered	Duration of the course		Categories of trainees			Training period / day
			Short term	Long term	Employees	Records Manager	IT professionals	
Training courses	- Heads of Knowledge and Information Management (KIM) and Departmental Record Officers (DRO) Training	- Presentations and discussions on General Data Protection Regulation (GDPR), - Web Archive, Freedom of Information Act (FOI), - Intellectual Property, Digital Transfer.	√			√	√	1
	- Digital transfer training	- Digital transfer process, practical exercises and operational directions for the necessary software	√			√	√	1
	- Indexing and its standards	- Building online indexing, principles and standards for indexing in the national archive, and practical exercises for indexing documents	√		√	√	√	1
	- Records Management Masterclass: Cataloguing and File Preparation - File preparation e-learning course	- The National Archives' file preparation e-learning course explains how to physically prepare records for transfer. - It will instruct staff on the National Archives' cataloguing process and enable them to catalogue according to our defined standards.			√	√		
	- Information and electronic security	- Building a culture of information security, its legal framework, protection from internet risks, individual security, and information security.	√			√	√	1
	- Implementing the 20-year rule – transferring to places of deposit	- Background to the Public Records Act, explaining what places of deposit are, key stages of the transfer process, instructions to help staff locate, select and transfer their records.	√		√	√		1
	- Evaluation and selection of documents	- Evaluating paper and digital documents	√			√		1
	- The basis for the selection and transfer process	- Evaluate, manage and prepare government information for transmission to the National Archives	√			√		1
	- The permanent preservation of digital information	- How to manage digital information to remain usable in the future, and to identify potential risks to information and how to avoid it.	√		√	√	√	1
	- Responsible for Information – Civil Service Learning course	- This free digital learning course help anyone who works in government, handles information and needs to share and protect it.			√			
E-learning packages		- Electronic files related to the topic of archiving digital documents and transferring them to the national archive centre, and information security			√	√	√	

From the previous table, the following notes can be extracted:

- All the training courses provided by the National Archives of UK are short-term courses for one-day training, and they are (7) training courses.
- The topics of the training courses focus on the evaluation, selection and transfer of digital records to the National Archives, indexing and information security, and there is no training programme that provides all aspects of electronic records management in the active stage of records lifecycle.
- The courses target various categories of trainees: government department employees, records managers, and information technology specialists, but they are restricted to workers in the public sector or government departments.

2.2 The National Archives of Australia

The Archives offer a number of short-term training courses, workshops, professional events and a series of e-learning products that support state departments and employees, especially records managers, in developing and updating their knowledge and awareness regarding records management (Table No. 2) (National Archives of Australia, 2020a; 2020b). The Archives used video recordings as a flexible and effective method (in terms of cost) to provide training in the following topics: email management, metadata, introduction to digital records, good options for storing or deleting information, legal requirements for managing records and digital information, and the importance of records in preserving knowledge. Examples of training videos provided by the National Archives of Australia (2015; 2018) are a video entitled Selection of File Titles, which presents tips for choosing files titles, and a video entitled Email Management, and presents the foundations for effective email management.

Table 2: Examples of training programmes and e-learning packages provided by the National Archives of Australia

Training type	Course name	Topics covered	Training courses		Training period / day	Categories of trainees			
			Short-term	Long		Government administration employees	Records managers	Information technology professionals	Contracted
Training courses	- Judging documents in the digital environment	- How to judge digital information and apply control to digital documents	√		2/1	√	√	√	√
	- Minimum set of metadata	- Understand and apply minimum document metadata	√		2/1	√	√	√	√
Workshops			√		2/1	√	√	√	√
E-learning packages	- Training video recordings					√	√	√	√

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From the previous table, the following notes can be extracted:

- The training offered by the National Archives of Australia varied to include training courses, workshops and e-learning packages.
- The training courses targeted various categories of trainees who specialize in records management.
- Although there is no a complete programme on electronic records management, some issues related to electronic records are addressed in short-term training courses, such as the minimum set of metadata course.

2.3 The National Archives of Japan

The National Archives of Japan (2019) launched the training programmes listed below (Table 3) in April 2011. These training programmes can be distinguished into two main types:

- The Records Management Training Programme and its training courses are provided to employees responsible for administrative records in the state agencies. The Japanese National Archives classify the courses of the programme into three levels: the first level targets junior employees to help them understand the essence of the records and archives' legislations, and the second and third levels target records managers and the participants in records management to enhance their understanding of the law of records and public archives management.
- The Archives Training Programme, which targets archivists working in National and Local Public Archives, and focuses on managing non-current records. The programme includes three graded levels aimed at informing archivists of the basic issues related to the preservation and use of historical public records, consolidating understanding of the Public Archives Law, knowing ways to solve administrative problems and other issues related to historical public records, and then giving them the necessary knowledge as specialists.

The Japanese National Archives also hold, since 1989, an annual meeting of directors of public archives to ensure proper implementation of the Law on Public Records and Archives through discussion of current problems as well as to maintain close contact between archivists.

Table 3: Training programmes provided by the National Archives of Japan

Training type	Course name	Topics covered	Training courses		Training courses		
			Short-term	Short-term	Junior employees	Document specialists and those involved in its management and control	Archivists
Records management training	- The first training	- Helping participants understand the essence of documents and archives law	√		√		
	- The second training	- Enhance participants' understanding of document law, public archive management and other regulations	√			√	
	Third training	- Giving participants the necessary professional knowledge of specialists	√			√	
Archives Training	The first training	- Knowing the basic issues related to the preservation and use of historical public documents and archives, and consolidating the understanding of the public archives law	√				√
	The second training	- Knowing methods of solving administrative problems and other issues related to historical public documents and archives	√				√
	Third training	- Giving the necessary specialized knowledge to specialists	√				√

From the previous table, the following notes can be extracted:

- There is a clear classification of training courses - based on the records lifetime theory which divides the record life into active and inactive (less active) stages - in two main programmes: the first focuses on managing administrative records in their active or ongoing stage, and the second aims to manage archival records in their historical life or inactive stage.
- Training is conducted on topics related to electronic records management and electronic archiving within the third training in the two programmes.

2.4 The National Archives of India

The Indian National Archives established the Institute of Archival Training in 1976, and was renamed the School of Archival Studies in 1980. The school offers theoretical and practical lessons to train archivists, records managers and preservation professionals. The training programme is complemented by seminars, workshops, and lectures (National Archives of India, 2019a). The Archives offer training programmes at two levels (National Archives of India, 2019b):

- Diploma in Archives and Records Management: it includes four basic training modules in archives management, records management, preservation and photocopying, information and communication technology, and two modules, students choose one of them: specialization in archives, and practices in archives and archives library, in addition to four modules students must choose one of them

(optional / major). The curriculum also includes that the student write up a thesis on the nature of archival materials. The diploma programme aims to prepare highly qualified professionals in the field of records management, preservation and reproduction, and to understand the principles and methods for describing archival materials in accordance with the standards of the archival community in India and abroad, and to transfer technical knowledge to students in applying information technology in the management of records and archival materials. Candidates who benefit from that diploma include those from the state or government offices, records managers and archivists in external archival institutions.

- Long-term training courses provided by the Archives on records management, reproduction and photocopying of records, and preservation of manuscripts and records.

Table 4: Training programmes provided at the National Archives of India

Training type	Course name	Thematic coverage	Training courses		Training courses	Categories of trainees			
			Short-term	Long-term		Government administration employees	Records managers	Information technology professionals	Contracted and individuals
Diploma in Records and Archives Management		(6) Teaching units covering document and archive management		√	Public	√	√	√	√
Long-term training courses	Archive management	Document acquisition, arrangement, maintenance and retrieval		√	(6) weeks	√	√	√	√
	Records management	Create, control and dispose of documents		√	(4) weeks	√	√	√	√
	Reproduction and imaging	Microfilm imaging, automated information storage, retrieval and dissemination		√	(6) weeks	√	√	√	√
	Care and preservation of manuscripts and documents	Scientific methods of preservation and circulation of documentary heritage		√	(8) weeks	√	√	√	√
	Document service and maintenance	Arrangement, availability, restoration and maintenance of documents		√	(6) weeks	√	√	√	√

From the previous table, the following notes can be extracted:

- The National Archives of India is distinguished by offering a diploma programme to qualify the non-specialists in records and archives studies, and this orientation supports its establishment of a school for archival studies concerned with training programme affairs.
- All training programmes provided by the Archives are long-term courses, the longest is an eight-week training programme on Maintenance and Preservation of Manuscripts and Records, and the shortest is a four-week training programme on Creating, Regulating, and Disposing of Records.

- The Archives did not limit its training programmes to state employees or records managers therein, and those who wish to participate can apply and pay the programme fees.
- Despite the diversity of training programmes offered by the Indian Archives, there is no training programme that fully addresses issues related to electronic records management.

2.5 The National Archives of USA

NARA (National Archives and Records Administration) offers training programmes to develop the skills of records managers. The planning and development of these training programmes is supervised by the Training Department represented by the director of the training programme. However, the strategic changes in the programme's itinerary require the approval of the Archivist of the United States. NARA also established The NARA Learning Centre (National Archives, 2019c) to take over the training affairs. NARA training officials point out that after setting the training plan and schedule for training programmes, they sometimes adjust it to suit the needs of their clients that they know from in response of records managers in federal agencies and departments, the Federal Records Management Council, and the Federal Records Office Network.

NARA is currently not cooperating in developing the plan of its training programmes with any American university. Instructors in the training courses are trainers in NARA, and those are either archivists or training specialist. NARA offers the training courses at its headquarters in College Park or in its facilities across the country, or in other federal agency facilities throughout the country where there are numbers of trainees sufficient to cover the cost of training, or at a non-federal agency upon request.

- Objectives of the training programmes

With the constant changes taking place in information technology, records management and archiving, NARA strives to ensure that records managers have the knowledge and skills necessary to perform their jobs effectively. The NARA training programme for Federal Records Administration provides innovative, comprehensive and effective instructions for managing records more efficiently and effectively, implementing an electronic records archive and other changes in electronic records management for trainees whether Federal Records Managers or other categories of trainees. Among the most important objectives that NARA programme seeks to achieve in managing federal records are:

- Increasing professionalism of federal records managers
- Improving the effectiveness of managing federal records throughout its life cycle
- Raising awareness of the importance of managing federal records
- Giving NARA the ability to better evaluate the effectiveness of its training programmes
- Providing NARA officials and federal records managers with a set of criteria to evaluate their professional development.

- Training programmes provided by NARA

The following table shows the most important features of the NARA training programmes that relate to the types of programmes, the number of training units in each programme, the categories of target trainees, and the extent of imposing fees on the trainees.

Table 5: Training programmes provided by NARA

Programme name	Course name	Number of training units	%	Targeted trainees			Course cost / dollar
				Federal Document Specialists	Contracted	Other	
Training courses (Document Management Programme)	Basic document operations	4	%14	√	√	√	150
	Virtual basic document operations	4	%14	√	√	√	125
	Electronic document management	5	%18	√	√	√	300
	Managing the national security information life cycle	4	%14	√	√	√	150
	The document management problem: Topics for a Federal Agency Counselor	2	%8			√	Free
	Vital business information	4	%14	√	√	√	150
	Virtual vital business information	4	%14	√	√	√	125
	Electronic document archive	1	%4	√			Free
	Total	28	%100				
Federal Document Management Certification Courses	Knowledge area (1) Overview of document management	3	%10	√	√	√	150
	Knowledge area (2) Create and maintain agency business information	5	%18	√	√	√	300
	Knowledge area (3) Document scheduling	5	%18	√	√	√	300
	Knowledge area (4) implementation of the schedule of documents	5	%18	√	√	√	300
	Knowledge area (5) Security and risk management	5	%18	√	√	√	300
	Knowledge area (6) Developing a document management programme	5	%18	√	√	√	150
	Total	28	%100				
Virtual classes						Free	
Webinars						Free	

From the previous table, we extract the following indicators:

- In addition to the webinars, virtual classes, and video recordings that NARA provides through its YouTube channel for free, it offers two types of training courses (Table 5): Records Management Training Programme and Federal Records Management Certificate. These training courses are organized regularly.
- A certificate programme is a training programme on a specialized topic in which participants receive a certificate after completing the courses and passing through an evaluation tool. These training programmes motivate the trainees to work to achieve a concrete goal in an organized manner within a specific time frame (Society of American Archivists, 2019).
- Short-term training programmes are training programmes that some training institutes and centres refer to as being organized for a short period of one to five days (Central Manufacturing Technology Institute, 2020), and procedurally in this study these short-term programmes are those that are organized for a period of half a day to One week.
- The Records Management Training Programme includes (8) basic training courses. The number of its training units is (28) units or subjects, the highest of which is the training course of electronic

records management, and contains (5) training units at 18% of the total training units for this programme (28 training units), and the lowest of which is the training course of Electronic Records Archives, and includes only one training unit at 4% of the total training units of the records management training programme. This reflects the importance the US National Archives attaches to training in electronic records management.

- The programme "Federal Records Management Certificate" includes (6) training courses in the professional knowledge areas of federal records management, and the number of its training units is (28) units or subjects. With the exception of the first basic training course (or knowledge area 1 KA1) Introduction to Records Management, which includes (3) training units at 10% of courses, other areas of knowledge in the programme include (5) training units on an equal rate of 18% for each of them. NARA also provides two online training courses, at 25% of the training courses of the records management programme (8 training courses).

- The training modules for each programme are described and presented to the trainers before the start of the training course. The trainees also are provided with a paper or electronic copy of the content or scientific material that will be taught to them. NARA training officials confirm that they review the course descriptions and content annually to consider the possibility of updating them. As for the percentage distribution of training hours, 80% of the time is devoted to theoretical lectures, and 20% to practical applications.

- Trainees and conditions of enrollment in the training programmes:

The records management courses in NARA are designed to address the following categories:

- The employees of the federal agencies and departments who are assigned with the functions of records management, and those are required by the agency or department to which they belong to obtain a NARA certificate in Federal Records Management.
- Contractors performing tasks related to records management for federal agencies.
- New archivists in NARA.
- IT professionals who attend training courses in electronic records management and electronic archiving.
- Legal counselors who request training courses, and they are trained by legal counselor in NARA.

- Training periods

Training courses are held in NARA regularly according to the plan of training programmes approved by the Director of the National Archives of USA. Table No. (6) shows that the largest number of training hours is (14 hours) for the two training courses "Electronic Records Management" and "Life Cycle Management of National Security Information", at 22% of the training hours of the Records Management programme, and for the course Virtual Basic Records Procedures. As for the courses of Federal Records Management Certificate, the largest number of hours is for the knowledge field courses (2) Creating and Maintaining Information of Agency Business, and the knowledge field (3) Records scheduling; each of them was allocated (14) hours at a rate of 22 % of total programme hours (64 hours).

Table 6: Training periods of the Records Management programme in NARA

Course name	Number of days or sessions / cycle	Total hours for the course	%
Basic document operations	1 (day)	7	%11
Virtual Basic Document Operations	4 (sessions) An online course (490 minutes) was conducted at the rate of one session per week over a period of four weeks	7	%11
Electronic document management	2 days)	14	%23
Managing the national security information life cycle	1 (day)	14	%23
Document Management: Topics for a Federal Agency Counselor	1/2 (day)	3	%5
Vital business information	1 (day)	7	%11
Virtual Vital Business Information	4 (sessions) An online course (490 minutes) was conducted at a rate of one session per week over a period of four weeks	7	%11
Electronic Document Archive	1/2 (day)	3	%5
Total		62	%100

Table 7: Periods of training in Federal Records Management Certificate courses in NARA

Course name	Course duration / day	Total hours for the course	%
Knowledge area (1) An overview of records management	1	7	%11
Knowledge area (2) Create and maintain agency business information	2	14	%22
Knowledge area (3) Document scheduling	2	14	%22
Knowledge area (4) implementation of the schedule of documents	2	12	%19
Knowledge area (5) Security and risk management	2	10	%15
Knowledge area (6) Developing a document management programme	1	7	%11
Total	10	64	%100

- Methods used in the training

NARA training officials use the following means: the lecture or the content taught in the course, whether available in hard copy or in electronic form, discussion, practical applications, and assignments. The Archives also provides access to videos related to the training courses through its YouTube channel. However, NARA training officials indicate that in the training programmes they have not used two means: case study and field trips, and that they are limited to lectures followed by activities to implement what was learned in the lecture.

- Fees of training courses

All training courses are paid for with the exception of two training courses: The Problem of Records Management: Topics for the Federal Agency Consultant and Electronic Records Archives which are offered for free. This means that 11% of the training courses are provided for free of the total training courses provided (18 courses). For the state employees and records managers, fees are paid for them, by the ministry to which they are affiliated and by NARA. However, a few citizens attend the training courses at their own expense.

- Evaluation

As for the training courses of the programme Federal Records Management Certificate, a test is conducted at the end of each training course to check the trainees understanding and their ability to apply the acquired knowledge. The examination covers the basic concepts introduced by the trainer and related to the training modules, objective questions and practical exercises (National Archives, 2003b). The trainee is given a training certificate in Federal Records Management after successful completion of four areas of knowledge in Federal Records Management.

2-6 Training programmes of records managers in Arab National Archives

In Egypt, the National Archives established the National Archives School in cooperation with the Ford Foundation (2020) for Egyptian university students. This school aims to develop research skills in knowledge sources, and its training programme is a long-term one, it lasts for two weeks. It includes various topics in history, records, literature, media sciences and archeology. The Archives also provide training courses that last for one day or several days on topics related to records and archives, such as ways of records classification and indexing, automatic retrieval of records, electronic documentation, and the preparation and organization of records stores. However, the National Archives of Egypt do not provide on its website (2019) an approved annual programme or plan for training or vocational training programmes like foreign archives that the researcher analyzed previously in the study.

In the Sultanate of Oman, the National Records and Archives Authority (2019) aims to train the staff in entities subject to the Law of Records and Archives on topics: ways of preparing procedural tools for the records system, places of storing intermediate records and methods of managing them, and methods of sorting and destroying records. This service begins at the request presented by the concerned party to the Authority. The concerned party attaches a proposed list of the names and number of employees, in addition to specifying the time and place proposed for training. If the service is an initiative by the Authority, then the Authority determines the entities to be trained, and addresses them in an official letter two weeks before the date of the training programme. The Authority requires that the trainees be records managers, technicians and managers in the specialty.

In Tunisia, the National Archives (2019) provides its annual programme for training and vocational training on its website. The programme includes the following topics: standards in records and archives management, archives and access to administrative records, current archives management, application of the classification system, archives management in emergencies, electronic records, professional ethics and the valuation of archival work. In September 2020, the National Archives in Tunisia organized a one-day training course Vital Documents: Problems of Identification, Protection and Preservation. The course included lectures on the management of vital documents, and preventive measures to protect vital documents from damage in times of conflict and unrest (National Archives of Tunisia, 2020).

In Iraq, the INLA (Iraqi National Library and Archives) (2019) provide training courses in various fields for employees of Iraqi institutions, including:

- Information technology courses, including web design using FrontPage, databases, creating digital libraries, managing websites, and Photoshop.
- Courses in preservation and restoration of records.
- Courses in storing records and protecting them from loss.

3. Results analysis:

Archival legislation defines the duties and tasks of the National Archives and the centres responsible for records management at the federal or national levels. In the United Kingdom, the National Archives confirms its role, in light of the Public Records Act (PRA) (1958) and the Freedom of Information Act (2000), in directing and supervising public records centres. This is with regard to selecting records for permanent preservation, preserving them safely, and disposing of records that were not selected for preservation, by destroying them or presenting them to another institution (The National Archives, 2020). The PRA gives the Secretary of State the authority to determine whether the records in the department are public records or not. Whereas Scotland and Northern Ireland have legislative rules for their archives (The National Archives a, 2019, p3). The National Archives of UK has experts in information and records management. It plays a vital role in the archives' sector and works to secure the future of physical and digital documents (The National Archives b, 2020). In the law of Japan's National Archives, Article (32) states that the National Archives must provide employees of administrative agencies with training to acquire and improve the knowledge and skills necessary to ensure the appropriate and effective preservation and transfer of historical public records (National Archives Act, 2009).

In Tunisia, the Archives' Law in its seventh and eighth Articles emphasized the necessity to prepare and implement a programme for managing records in cooperation with the National Archives (Archives' Law, 1988). In the Sultanate of Oman, the Document and Archives' Law (2007) stresses that the National Records and Archives Authority (NRAA) should provide guidance and advice to government agencies on how to manage their records properly. Moreover, the NRAA (2020) organizes training programmes and workshops to explain the national procedures manual for electronic records management to provide policies, strategies, and best practices and procedures that should be followed in all government agencies to manage electronic records.

Thus, the archival legislation emphasizes the importance of the role of archival institutions in the country in assisting governmental institutions and agencies in establishing systems for records management, and developing the skills of records managers with regard to managing paper and electronic records. Therefore, the foreign National Archives (the United States, the United Kingdom, Australia, Japan, and India) develop training programmes to qualify employees in records and archives departments, and provide them with sufficient knowledge and skills to achieve effective records management. These training programmes in foreign archives targeted different categories of trainees: government employees, records managers and IT specialists, but they are limited to the public sector or government departments.

The experience of National Archives of India was based on offering a diploma programme to qualify the non-specialists in records and archives studies. In contrast, the National Archives of USA diversified its training programmes to include: short-term training programme, records management training programme and federal records management certificate, and providing webinars, virtual classes, and video recordings through NARA's YouTube channel for free.

At the level of the foreign National Archives covered in this study (the United States, the United Kingdom, Australia, Japan, and India), some indicators can be drawn from which Arab National Archives can benefit to evaluate or design training programmes to develop the knowledge and skills of records managers:

First: Foreign National Archives are concerned with the continuous training service to develop the skills of records managers and technicians, as it is one of the important means in controlling the archival system in the country. These archives have an annual plan for training programmes, such as the National Archives of the United States NARA which have a plan for training of records managers. They update this plan annually, and sometimes training officials make adjustments to some of the plan programmes to meet the needs of some federal agencies. Concerning training programmes related to electronic records and the use

of information technologies in records management, the National Archives may seek assistance from other entities or experts outside the Archives. The study detected two cases, where the National Archives NARA cooperated with adult education experts when developing its training courses for records managers. The National Archives of the United Kingdom also collaborated with specialized agencies when planning some technical training courses. For example, when planning a training course on information security, they cooperated with the National Centre for Electronic Information Security.

Second: The training programmes offered by the National Archives varied (one-year diploma, long-term courses, short-term courses...etc.) to suit the diversity of the categories of trainees and the requirements of their employers. Training programmes aim to achieve the following goals: increasing the level of professionalism of federal records managers, improving the effectiveness of managing federal records, raising awareness of the importance of managing federal records, and giving the Archives the ability to better assess the effectiveness of its training programme.

Third: The National Archives NARA established a Learning Management Centre to handle training affairs. Likewise, the National Archives of India established a school for archival studies concerned with training programmes affairs, and it offers a programme to qualify non-specialists in records and archives studies. This is in line with the guidance of International Council of Archives on the importance of establishing a permanent centre for vocational training of archivists to control the ongoing training of archivists and records managers.

Fourth: The National Archives NARA offer a two-day training course on Electronic Records Management, which includes five training units covering the skills and knowledge necessary for managing electronic records at all stages of their life cycle, and how to move from paper records to the electronic records environment. The course aims to explain basic terminology related to electronic records management, describe the advantages and challenges of electronic records, learn about laws, regulations and policies that affect electronic record keeping requirements, identify the need to involve information technology (IT) professionals in records management, and define electronic record keeping requirements .

Fifth: Training courses in the National Archives covered in the study targeted various categories of trainees: government department employees, records managers, information technology specialist ...etc. The Archives' attitudes differed towards those who are allowed to participate in the training courses:

- Archives restricted training services to employees in the public sector or government departments (such as the United Kingdom, Japan, and the National Records and Archives Authority in Oman)
- Archives restricted Training services to some records managers. For example, enrollment in the training course "Digitization Training" is restricted to employees in entities which transfer records to the National Archives (United Kingdom).
- Archives did not place restrictions related to the target categories or who wish to join their training courses, such as the National Archives of India, which is distinguished by its School for Archival Studies concerned with training programme affairs, and non-specialists qualification in records and archives studies.

Sixth: The National Archives of Australia are distinguished by providing a matrix that helps officials in the state departments to identify the skills and knowledge needed by staff and records managers to manage information and records effectively. The matrix classifies the capabilities required into three types: capabilities for all employees, capabilities for ICT professionals, and capabilities for information and records management professionals. In addition, the means, tools, and techniques used in training

diversifies (seminars, symposia, workshops, professional events,...etc.) which helps state departments and employees to develop and update their knowledge and awareness regarding records management. There is also an assessment of the trainees at the end of some training courses that end with granting the trainees certificates.

4. Suggestions and recommendations

In light of the results of the study, and to improve the training plans provided by the Arab Archives, the researcher recommends to consider the following suggestions:

- It is important for the Arab National Archives to cooperate in developing a model for training records managers. Their plan for training programmes should include short-term and long-term programmes to comply with the needs and requirements of institutions and trainees. They should also provide a training programme dedicated to address issues related to electronic records, especially the following topics: email management, metadata, introduction to digital records, good options for storing or deleting information, legal requirements for managing records and digital information, and the importance of records in preserving knowledge, security and access control.
- When the National Archives prepare the plan of training programmes, it is important to seek the opinion of governmental institutions and departments, so that the plan comes in line with their needs, and that is what the NARA actually implement. It is important also to know the background and motivations of the trainees, which are essential factors that affect the training plan.
- To ensure the quality of training, it is important to evaluate the trainees at the end of the programme. This evaluation should be related to the performance and mastery of a specific record management skill. The trainers should use real assessments to measure performance for learning goals.
- The training programmes should not be limited to the usual traditional methods of lectures and theoretical discussions. Instead, the trainers should use all possible devices and tools that make the training course an enjoyable and amusing educational session for the trainees. Training should be provided in all possible forms on the Internet (seminars, webinars, workshops, video recordings...etc.).
- Providing adequate financial support for the National Archives to accomplish their role in training records managers in the state institutions and departments. In this regard, the American National Archives NARA can be emulated (the cost of training is shared between the ministry to which the trainee belongs and the national archives).
- The National Archives should provide e-learning packages to the public sector institutions, which can be used as a part of training to update information related to records management and the technologies used.
- The Archives should provide access on their websites to scientific material of training courses and PowerPoint presentations.
- The national archives should coordinate with records managers, archives and e-learning developers at universities in designing and developing training programmes for administrative and electronic records managers to maintain high scientific standards.

Conclusion:

The records managers are responsible for managing and coordinating the record management programme for the organization they work for. The systematic training of administrative and electronic record managers is the key to the success of knowledge management programme in any organization. This training programme should target new employees, especially those whose work relates to records of organization. To raise awareness of issues of records, its importance and management, various experts - such as archivists, IT professionals, web designers, legal counsel, and internal auditors - must be involved in the design and development of training programmes provided by the National Archives.

Upcoming studies:

In order to complete the results of this study and benefit from it, the researcher plans to study the effectiveness of cooperation between records managers and those responsible for Arab National Archives in implementing training programmes in electronic records management. This should take into consideration the needs of institutions and records managers, in order to help them acquire knowledge, master new technologies and apply them at their work, and that the framework determines the number of training courses, their topics, the targeted categories, and the evaluation mechanism.

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