

must be closely linked with the computer system development and delivery. In order to have staff in place and trained to make use of the equipment when it arrives, and to make the procedures function, a start should be made during Phase II.

209. It must be assumed that the Bureau Information Control Officers will make their appearances over a period of time. In accepting job offers they would have a concept of what was expected of them and the level of challenge in the job. To prevent waste of personnel resources and perhaps attrition from lack of action these indexer/analysts should be introduced to the new procedures on a "mini" computer so that they would themselves participate in the development of the system while being trained to operate it. By the time the main computer system arrives, these key people would be ready to function at close to the level required, having at the same time captured a significant amount of data for the initial files of the system.

210. There are of course a number of people in the present system who would continue to carry out their old or similar tasks very much as before. Others would be offered the opportunity to acquire new skills to perform functions which currently do not exist. Through the normal process of attrition and rotation others not suitable to the new programme would leave, or be induced to leave, the Records Management Division.

#### Transitional Measures

211. Apart from the technical, organizational and staffing considerations described above, the transitional measures necessary to put the system into operation would be equally critical. Since changeovers consisting of the "throwing of a switch" are rare, there would be a need for judicious management of resources during the transition period, experience having shown that there frequently is a need for duplication of effort until former procedures can be safely dropped.

212. Looming large as a problem is the conversion of a certain amount of the closed files to microfiche. Without this depth of information there would be less purpose in users turning to the system, and procedures for retrieval would become very complex in the first few years if too much of the former media were still required to satisfy requests. Thus, the purchase (or lease) of microfiche equipment and the creation of the fiche files and indexes would be required well before the arrival of the computer. The Bureau Information Control Offices would most probably be set up one at a time to minimize difficulties created by unforeseen problems, but would all have to be in place ready for training on the "mini" computer system. Since this would involve movement of files and individual items through the Conveyor system, and would be a complete change from existing procedures, the many temporary problems this would inevitably create would have to be solved before the computer system was installed.

#### Phase II Programme

213. Attached as Annex IX is a draft of a proposed agreement with the Bureau of Management Consulting to cover consultant services required for Phase II. It will be seen that the work plan is largely concerned with various aspects of the implementation plan sketched above. It is perhaps convenient to group the Phase II activities into several categories as follows:

a) Personnel matters -

reclassification, organization, recruitment, training -