



**A REVIEW OF LITERATURE ON THE NATURE AND CHARACTERISTICS OF  
UNIVERSITY STAFF RECORDS**

**BY**

**SHUKURA SHARU ILIYASU**

[sharushukura@gmail.com](mailto:sharushukura@gmail.com)

**&**

**DR. BINTA FARUK**

[bfladan@yahoo.com](mailto:bfladan@yahoo.com)

Department of Library and Information Sciences,  
Bayero University Kano

**ABSTRACT**

*Universities undertake a number of human resource management functions, such as human resource planning, monitoring and policy development; establishment control; recruitment; appointment; performance appraisal; education; training and staff development; pay and allowances, promotions, transfers and secondments, disciplinary and grievance proceedings; attendance, leave and sickness; separation from employment through various reasons; pay and allowances. All these activities generate large quantity of records that need to be managed in recordkeeping system for easy access and use by authorized users. Staff records provide crucial information in all aspects of human resource administration. With all the benefits derived from staff records, an extensive literature search by the researcher revealed that academically, the area of staff records management is overlooked despite the fact that these records cause greatest challenges in their handling due to their bulk, longevity and sensitivity. This motivated the researcher to undertake this study. The objectives of the study is to find out the types of university staff records, nature and characteristic of the records, and the impact of changing technology on the nature and characteristics of the records. This study x-rays the concept, types and unique characteristics of staff records, taking into consideration the impact of changing technology on the nature and structure of staff records. Recommendations for the enhancement of staff records management are hereby provided. The universities should establish a formal policy specifically for accessing staff records, stating clearly, who will have the access to the records, purpose of accessing the records and the time to access the records. Accessibility to the staff records must be limited only to those in charge. The universities should provide modern electronic facilities for retaining staff records.*

**Keywords:** *Characteristics, Nature, Records, Staff records, University staff*

**Introduction**

Staff records are universal notion; they cut across all kinds of establishment, since public or private organization inevitably, create, receive, maintain and retain staff records. Staff records occupy a central position in supplying the crucial information needed by university to manage and pay its staff members, plan its workforce requirements, monitor staff performance and provide



effective and efficient services. The development and sustainability of universities will depend on sound and effective human resource management, and the steps they decide to follow will be originated from the part of scrutiny information in staff records. All operations in relation to human resource management, from preparation of pay slips to strategic planning, ultimately depend on reliable and accurate information contained in staff records.

To make actual decisions regarding staff and staffing issues, administrators need sufficient background information contained in staff (accumulated) files, which will allow valid decision-making. The records and archival professionals need to understand the special characteristics of staff records, the legal framework for the retention of the records and the impact of changing technology on the nature and structure of staff records. The Regents of the University of Michigan (2014) defined staff record as accumulation of documents arranged in files, relating to the terms and conditions of employment of individual faculty and staff members. Such documents include but are not limited to application and photocopies of credentials, supplemental information forms, publications lists, changes in status form, performance evaluations, reference letters, letters of commendation, if any, position description, position evaluation, and disciplinary letters.

Of all the records generated in universities staff records pose greatest challenges due to their bulkiness, sensitivity and longevity. Traditionally, majority of staff employed by the universities has permanent status. This status normally entitles them to full-time employment and often a pension on retirement, in both cases subject to satisfactory performance (International Records Management Trust, 2003). They may also be entitled to allowances for accommodation, travel (to seminar, conference, workshop, symposium, high school), free or low-cost health schemes and other benefits such as pensions for widows and children.

Each of these various allowances increases the complexity of the staff management process and generates extra records. To achieve this objective of serving the university and its staff is interest of the university, and individual members, that the records meet basic criteria. They must be accurate, contain verified information, contain all the required information and be trusted by all parties involved. Owing to the complexity of contemporary university system and the high volumes of information expected from university staff files, the use of modern Information and Communication Technology has become essential. University records system is usually voluminous. The volume usually grows with size and complexity of the university. Yet the staff record use frequently in labor planning, work force flows, performance appraisal, organization, staffing of particular department, redeployment, wages and salary administration.

The management of records is as old as its creation. (Auyo, 2010) established that the idea of organizing and preserving records naturally results from the creation and the need for easy consultation for information, decision making, evidence, legal protection, research and formal study. The word, record has a legal origin, as noted by Kolsrud in Mwangangi (2013) that in Medieval Latin '*recordum*' means the testimony of a witness, and thus a record came to mean a text of evidential weight. Mwangangi (2013) observed that "Records by their very nature provide proof of the activities of organizations or persons within a society. Thus records serve as evidence of the rights and obligations of individuals, organizations and governments. Corporate Storage Services (2010) established that, until the mid-1930s, no formal records management programs were in place in United States government and private institution kept records in whatever format



suited to them best. The records were stored until no longer needed, or until storage cost became too expensive and prohibitive.

The National Archives were created on 1934 in United States of America with the purpose of cataloguing and storing the nation's ever-increasing supply of old documents. Before long, it became quite clear that the United States government needed a better, more efficient, uniform way of creating, storing and destroying its records. Therefore, the concept of records management was born. As the economy of the United States continued to grow during the years following World War II (1950-1960), specialized record management facilities began to emerge. Many of them have warehouses located in highly populated, urban areas, they had trucks to perform pick up and deliveries, and most importantly, they had ongoing relationship with local businesses. During this time period, most record management companies operated only one storage facility, and served local customers.

In 1970s, computers were introduced to business. With computers and word processing software, documents could be produce at a much-accelerated rate. New legislative required business to start retaining records for certain (usually lengthy) times. The combination of these two factors – the increasing rate of documents productivity, and required document retention drove the need for even greater levels of record management. For the first time record management companies began to make use of electronic file storage. The electronic records management system uses computer hardware and software, networks resources, and other sophisticated ICT facilities that can deal with any voluminous, confidential and accumulated files of staff. Thus, the objectives of the study were to: find out the types of staff records generated in university; identify nature and characteristics of staff records generated; examine the value of generating and retaining staff records; and find out how technology can affect the generating and retaining staff records.

### **Research Questions**

1. What types of staff records are generated in University?
2. What are the nature and characteristics of staff records generated?
3. What the importance of generating and retaining the records?
4. How can modern technology affect management of staff records?

### **Review of Related Literature**

Record is indispensable asset for the effective and efficient functioning, survival, management and development of any organization. It can be regarded as universal concept that cut across all kinds of establishments, since all organizations (including university) inevitably creates, receive or generate records in the course of undertaking their functions. Parts of records generated, received and maintained in universities include staff records. Staff records comprise of documents related to an individual staff background, educational qualification, result of medical and physical examinations, historical accomplishments, criticism, disciplinary action, transfer cases, appreciation, and promotions, wages, and other entitlement etc. Any organization that needs to achieve its objectives must employ staff. It is through people (staff) university can achieve its objectives of teaching, learning and research. Kurfi (2013) asserts that, man is an indispensable asset through which organizational goals are attained. Owing to the fact that staff are the most



costly and usually essential resources in universities their records are also essential, they are essential for strategic planning, budgeting, controlling, auditing and decision making process.

Owing to the complexity of contemporary university system and the high volumes of information expected from university staff files, the use of modern Information and Communication Technology has become essential. Globally, university is large, complex and dynamic institutions where teaching, learning and research activities are carrying out at their maximum levels. In the course of undertaking its responsibilities, university is employing various types of staff to deploy to various departments and units of the university to undertake various responsibilities, and this generate large quantity of records. University of Wisconsin System (2015) and University of Washinton (2019) categorizing staff members, stated that, university staff could be employed into Academic Staff, Employees-in-Training, Faculty, Limited Appointees, Student Assistants, Classified Staff including chairs, Deans, Directors, and Temporary faculty (visiting scholars).

University of Wisconsin System (2015) observed that “Each of these categories is unique with regard to type of work performed, job security, benefits package, and/or ability to organize unions. Assignment to an employee category is based upon job title and the role of the position”. Therefore, there is need for sound administration of human resources in university, which cannot be possible without accurate, comprehensive, and reliable information contained in staff records, and this can only be possible with proper management. Therefore there is a need for staff records management personnel to understand the unique characteristics of staff records in order to provide the effective measures for handling the records.

Human Resource Administration refers to the administration both individually and collectively of its staff members. The goal of human resource administration is to attract and retain staff that will enable the university to achieve its objectives. Human resource management also involves the training and development, health, welfare and performance improvement of each staff member. In addition, it supports the university’s capacity to plan, implement, monitor and evaluate its own performance. It follows that the creation and management of staff records are critical to the success of the university’s operations, as staff records contains all verifiable and valuable information regarding staff and staffing issues.

The effective management of staff records enable university to manage its staff efficiently and equitably, encourages informed and consistent decision-making, supports transparency and accountability, facilitates the monitoring and evaluation of staff performance. All operations in relation to human resource management, from preparation of pay slips to strategic planning, ultimately depend on reliable and accurate staff records (International Records Management Trust, 2009). Dzandu ( 2009) as cited by Dewah and Ndlovu (2013) stated that, Staff records serves as evidence that a particular staff really exists and that his/her grade is appropriate to the paid salary and that any additional benefits are correct and duly authorized. They further emphasized that staff records should be properly and systematically managed to foster such democratic values of transparency, accountability and good governance.

Management Study Guide (2013) defined staff records as records pertaining to staff of an organization. These records are accumulated, factual, accurate and comprehensive information related to concern records and detained. Covenant University (2011) stated that university staff records provide a paper trail of an employee's background, experiences, history, accomplishments,



goals, feedback, disciplinary action (if any), recognition, and promotions”. Louisiana State University (2016) described staff records “as any record maintained in any administrative office of the university in connection with the recruitment and employment of any person whether the record is stored in printed or written form, micrographically, electronically or otherwise. Such records include but are not necessarily limited to letters of application, personal resumes, letters of recommendation, academic records, materials furnished by a placement service, appointment forms, records of promotion or other changes in status subsequent to appointment, salary raises, leave accrual, use and balances and any other personnel action processed through the Office of Human Resource Management, performance evaluations, and correspondence in the employee's personnel folder between the individual employee and any administrative officer of the University”.

Dewah and Ndlovu (2013) established that, if university staff records are misplaced, then valuable evidence of who did what, when, why and how would be lost forever and may result in litigation. Accurate, complete, reliable right information available in staff records assist university administrators for academic planning, personnel management particularly staff training and development, payment of pensions and gratuities, staff retirement, payment of wages and salaries, conflict resolution (Popoola, 2009). Based on these submissions, university of California (2018), advice that, university staff records should be maintained with accuracy, relevance, timeliness, and completeness. He further added that, reasonable safeguards will be established to the location to ensure security and confidentiality. However, staff records guide university in making decision regarding selection and recruitment; discipline, including dismissal and grievance; training and carrier development; induction procedures; termination of employment; determination of wages, salaries, pension level for each staff, benefits and other entitlement.

Graham and Bennett (1992) confirmed that staff records provide the following:

- a. A store of up-to-date and accurate information about a company's employ and individual staff members.
- b. Accumulation of accurate information about a guide to the action to be taken regarding an individual staff members particularly by comparing the worker with other staff members.
- c. A guide when recruiting a new staff e. g by showing the rates of pay received by comparable staff member.
- d. A historical record of previous action taken regarding staff members.
- e. The raw materials for statistics which check and guide personnel policies.

However, almost all types of staff records need to be kept for the entire career of the staff member and then for a period after the employee's death, retirement or separation from university. This extremely long retention requirement has implications for the selection of storage systems, both for paper and electronic records. Factors such as the longevity of the media and ease and cost of migration of staff records are particularly relevant when developing and using record-keeping systems. Workers dealing with staff records should be aware that they have been entrusted with a special responsibility never to reveal information gained from working with staff records. They must understand the ethical considerations concerning access to and management of these records

### **Characteristics and Types of Staff Records**

While sharing many characteristics with other types of records, staff records have some unique characteristics that differentiate them from other types of records. International Records



Management Trust (2009) characterized staff records as: they are found throughout organizations; they can be linked with other systems in the organization; and they can be used for many different purposes. It further emphasized that Staff records are critical to the operations of the organization, they consist of large quantities of highly sensitive information and they must be retained and protected for extended lengths of time. The Regents of the University of Michigan (2014) have characterized staff records, differently, as private and confidential. They further advocate that, generally, no one can access them other than the employee, their employer and relevant payroll staff. They also recommend that employers must make copies of staff records available at the request of member of staff or former staff. Akpohonor and Iwhiwhu (2007) characterized staff records in different way, where they established that staff records are substantial, and in comparison to financial records, which have clear retention period, staff records do not seem to have well developed retention period.

In universities, the moment a candidate successfully collects appointment letter, record is created for him or her at the initial stage. This record also known as staff file/folder consisting of staff names, address, telephone number, marital status, copy of application form, reference letters, certificates of educational qualification, results of medical and physical examination, appointment and acceptance letters, assumption of duty, together with basic information on social background of staff such as religion, gender, nationality, ethnic origin, name, address and phone number of next of kin. These records are systematically arranged and organized based on the procedure used by the university. The folder is therefore, retained for future use by the university management for making many decision regarding staff and staffing issues.

From time to time other documents are put into the file, e.g. appraisal reports, recommendation letter, application for academic leave such as secondment or sabbatical, applications for upgrading, confirmation, promotion, sickness certificates, application and approval for fellowship or sponsorship program. Hence, Office of Human Resources, University of Notre Dame (2019) recommended that it is a responsibility of each staff to promptly notify the Office of Human Resources of any changes in personal data such as: legal name, change in marital status, personal mailing address, home telephone number, number and name(s) of dependents, individual(s) to contact in case of emergency, and any other personal information needed for income tax, benefits, or other employment purposes. This notification should occur within 30 days following the change.

If a staff member retired or dismissed from the university or die, the folder is being transferred to inactive storage, university archive or disposed of as the case may be. However, universities should be aware that some of staff records they generate will have archival value and must be transferred to a public archival institution as soon as they are no longer required for immediate administrative purposes or identified to contain enduring value. Inactive records are small in percentage, normally estimated at approximately five percent of the total documentation (Jika, 2014). An inactive staff records that are retained for their continuing historical value in the university context includes the staff files of distinguished public servants, including staff notable for their achievements, may be worthy of permanent preservation in Archives. This small percentage of records is sent to an archival repository, where specific activities are undertaken to preserve and process the records. As stated by International Records Management Trust, (2009) “the personnel files of distinguished public servants, including employees notable for their



achievements and those whose misdeeds may be of future interest, may be worthy of permanent preservation in the National Archives.

Such files are eventually opened to public use according to retention and disposal schedules, for example 100 years from the individual's date of birth or five years after his or her death, whichever is later. University of Sydney (2008) corroborates this statement, where it established that, the Records Authority requires staff files for certain classes of employees to be retained permanently as archives. The staff files of senior officers of the University, including Pro-Chancellors, Vice-Chancellors, Deputy Vice-Chancellors, Deans, Professors, Registrars and some other senior staff fall within this category. It is therefore important that, universities store those records in the best possible conditions while they are still inactive, to ensure their long-term preservation. The management and monitoring of records storage services should be undertaken by staff with relevant skills, knowledge and level of authority (an archivist), or transfer the records to archival repositories.

The Regents of the University of Michigan (2015) postulated that the collection, availability and disclosure of the contents of staff files are governed by regulations established by the University and applicable laws. They further advocated that the Faculty and Staff Records Office, the Medical Center Staff Records Office and the custodian of staff records in various departments, schools, colleges or other university offices are subject to these regulations. The types of staff record universities should retain fall into two categories: those which required to keep by law; and those advisable to be retained for Human Resource Planning (Management study Guide, 2013; Regents of the University of Michigan, 2014). Mathis and Jackson (2002) confirmed that gathering and maintaining records on a variety of human resource activities are necessary for three reasons: compliance with government regulations, documentation, and assessment of human resource effectiveness. They further established that with the proliferation of government regulations, the number of records required increase and difficult to handle without proper management. Human resource managers feel that human resource records can be source of trouble because they can be used to question past managerial actions. A problem universities often face with the staff record keeping is the inability to retrieve needed information without major difficulties.

Management study Guide (2013) identified the types of staff records as follows:

- I. Records of employment containing applicants past records, list sources, and employees' progress, and medical reports.
- II. Wages and salaries records contain pay roll records, methods of wages and salaries, leave records, turnover records and other benefit records.
- III. Training and development containing appraisal reports, transfer cases, training schedule, training methods.
- IV. Health and safety records include sickness reports, safety provisions, medical history, and insurance reports.
- V. Service Records are the essential records containing bio-data, residential and family information, academic qualifications, and marital status, past address and employment records.

Similarly, Indiana University (2012) broadly categorized staff records into four:



- I. Personal records includes records related to personally-identifiable information, such as name, date of birth, home address, emergency contact, and social security number.
- II. Personnel records include records covering employment, position classification, wage or salary, employee relations, performance management, training, organizational development, attendance and paid time-off usage.
- III. Benefits program records include records covering benefit plan enrollments in such plans as health care, retirement, investments, tuition benefit, and voluntary plans, as well as beneficiaries in these plans where applicable.
- IV. Medical records include all medical certifications, physician statements, and related information that describe the health and medical history or condition of an employee or an employee's family members. These include disability documents, claims for medical services, doctors' notes, workers' compensation records, injury or illness reports, and drug screening results.

In essence, the volume of information generated from staff records is large, lengthy, accumulated and dynamic that required sufficient methodical approach over their management to ensure control and orderliness for easy and timely retrieval and utilization. Staff records take many physical forms, each of which has its own special requirement for treatment, storage, preservation, and use. Staff records, regardless of the format, require robotic storage and handling procedures in order to preserve them. It is virtually important for the storage and handling procedures to be designed in such a way that they are prevented against unauthorized access, loss or damage. Handling processes would include allocations check in/check out to track the whereabouts of the records. The records would also need to be stored in an appropriate environment to protect them from damage and theft (IRMT, 2009).

Thus, unless staff records are properly managed, and used in productive manner, human resource administrators are likely to make misguided decision and actions in which could bring about disastrous consequences, which may affect the overall functioning of the universities. Some of these could be related to placements and promotions (e.g. promotions beyond terminal point, underutilization of competent staff and possible placement of deadwoods in vital areas and schedules, contradictory policies and decisions, extra-legal or even illegal pronouncements, wrong declaration and action. To make informed decisions regarding staff and staffing issues, administrators need sufficient background information contained in staff (accumulated) files, which will allow valid decision- making.

### **Significance of Staff Records**

Looking at the records regarded as staff records, one can infer that more than many other records in the universities, staff records directly affect the individual staff members and their families. They document the contractual relationship between individual staff members and the university, they also provides individual staff career history in the university. The information held in these records is used to make decisions about suitability for promotion, transfer or, in some cases, disciplinary action. These records will also be used as authority to determine pay and other benefits, including pension entitlements for the individual staff members and dependent family members. It is therefore extremely important that staff records are accurate and complete. Staff records also serve the needs of the individual staff members. They guard people's rights and entitlements, provide evidence of their progress and employment history and serve as an authoritative source of accurate information about them (IRMT, 2003).





When staff records are not managed properly, it becomes very difficult and time consuming to calculate pension benefits. In Nigerian universities, delays in paying pensions affect almost every civil servant in retirement, from the most senior to junior. Improving the completeness of staff records can speed up this process and bring material benefit to a large number of people. Staff records if managed effectively can play a significant role in various aspects including, inter alia, risk management process, strategic planning process, bettering performance and improving service delivery, promoting good governance, supporting democratic accountability, fulfilling legal requirements, combating corruption, promoting and protecting human rights and ensuring sound financial management (IRMT, 2009). Proper management of staff records not only helps to ensure university comply with employment legislation but also allows the universities to monitor important employment processes such as recruitment, training, motivation and disciplinary action. Thus, the universities will identify any potentially troublesome trends. In the event of dispute, the records may also be useful in providing verifiable evidence that were following established procedures. Secondly, retaining and managing accurate records of staff pay, holidays, pension contributions and other entitlements help to prevent dispute with staff. Since Many disputes arises as a result of employees claiming their pay or entitlements have been wrongly deducted, or they were not informed of important changes to working practices.

Without proper records, it can be difficult to refuse these claims. Proper management of staff records also has a realistic benefit in terms of monitoring and evaluating staff. Accesses to accurate and timely records allow university to assess and evaluate the level of performance; performance and efficiency; and identify return in absence level, sickness, lateness and disciplinary issues. This will enable the university to take control action to resolve any problem identified before it become epidemic in the university. Anthony (2008) asserts that records management is part of an organization's broader activities, that are associated with the discipline or field known as governance, risk, and compliance, and is primarily concerned with the evidence of an organization's activities, as well as the reduction or mitigation of risk that may be associated with such evidence.

### **Impact of Modern Technology on the Nature of Staff Records**

Emergence of modern Information and Communication Technologies (ICTs) has transformed staff records management processes largely in terms of how university generate, store, utilize and distribute information. The opportunity for creating electronic records, in conjunction with the volume expected from university staff files and the changing nature and complexity of modern universities, use of modern technologies becomes essential. However, looking at the types and the unique characteristics of staff records as well as their long retention period one can infer that university staff records need robust and powerful facilities as well as special skills in their handling. Almost all types of staff records need to be kept for the entire career or tenure of the individual staff members and then for a period after the staff death, retirement, dismissal or separation from university. This extremely long retention period has implications for selection of effective and efficient storage systems. If universities can adopt the application of ICTs in managing staff records, they can achieve efficiency. Stressing the use of ICTs in records management setting, Oketunji (2002) opines that many corporate and government records that were documented on paper now exist only in electronic form.

The replacement of paper records by electronic records leads to ease of access and utilization. Electronic systems for staff records offer not only substantial space savings, but also the possibility of a speed of retrieval and range of functionality unmatched in the paper world. Maidabino (2017) observed that



huge amount of electronic records can be stored on a very portable device that can be carried with ease from one place to another. With electronic records, filing is no longer a time-consuming manual activity. Various options for retrieval can be provided without using complex cross-references, see also or making duplicates for filing under different headings. While a paper file can only be consulted in one place by one person and in one time, electronic systems allow simultaneous access by multiple users, and physical proximity to storage areas is no longer a prerequisite for speedy access. Records can be delivered almost instantly to distant as well as local users. Finally, the risk of loss can be considerably reduced. Unlike their paper counterpart, online electronic records are not liable to damage by been handled, nor can they be accidentally misplaced. If security copies of electronic records are required, they can be created easily (Shepherd & Yeo, 2003).

Therefore, it seems that translating the real concept of contemporary records management system into reality is precisely, an impossible proposition unless computers are used. Going through the functions and the purpose of managing staff records especially in the university system, computer application is necessary, as it contains all the capabilities for undertaking the function of managing any accumulated, complex, dynamic and voluminous files (of staff). The contemporary records management system relies heavily on the hardware and software capacity of the computer and its ability to generate, capture, control and retrieve records. For universities to achieve a better control over these dynamic accumulated, voluminous, factual, sensitive and confidential documents (staff records); it is essential to have a modern, robust, dynamic and innovative system. The system is to take care of issues regarding handling of voluminous records; authentication of the reliability of the records, and operation; complex, and complicated processing and multidimensional analysis of such records; prompt search and retrieval; mass storage; timely communication of the information system to authorized users; responding to the changing needs of users for information; security and benchmarking. The electronic records system uses computer hardware and software, networks resources, and other sophisticated ICT facilities that can deal with these issues of exceptional significance.

The application of ICTs, staff responsible for the management of staff records can provide university staff with direct access to human resource information through an Intranet or web portal. As a result, universities can communicate changes in staff policies and procedures more easily; human resource managers can access staff records without having to keep multiple copies or wait for the delivery of a centrally held paper file. Individual staff members can access personal information about their work status and entitlements; and self-service facilities can be provided so that staff members can update and manage their own personal data this will guaranty confidentiality. Computerized staff records management systems are also increasingly likely to have built in workflow and business rules to promote consistency in operations and to allow for better monitoring (IRMT, 2009).

### **Highlights of the Trends and Issues**

1. This review has revealed that in the process of undertaking its functions, university is generating various types of staff records which includes personal/confidential records, employment and service records; training and carrier development records; wages and salary records, benefits program records, health, safety and welfare records, among others.
2. Majority of these records need to be retain for the entire career or tenure of the staff members and then for a period after the staff death, retirement, dismissal or separation from university



3. The inefficiency of staff records systems can create a major obstacle to effective and accountable human and financial resource administration.
4. Generating and retaining staff records is a legal and obligatory requirement each university must obey.
5. Among the types of staff records generated in the university, there are some that are inactive but have archival value and must be retained for their continuing historical. These records include staff files of distinguished public servants, including employees notable for their achievements, may be worthy of permanent preservation in the Archives. This small percentage of records are to be sent to an archival repository, where specific activities are undertaken to preserve and process the records.
6. The electronic records management system uses computer hardware and software, networks resources, and other sophisticated ICT facilities that can deal with any voluminous, confidential and accumulated files of staff records.
7. Staff records, like all other types of records, pass through various stages in their lives. They have to be in the initial stage, used by managers in making various decisions, maintained, stored, and finally either be destroyed or transferred to an archives.

More than many other records in university, staff records directly affect the individual staff members and their families they guard staff rights and entitlements, provide evidence of their progress and employment history and serve as an authoritative source of accurate information about them. Provide evidence of their progress and employment history and serve as an authoritative source of accurate information about them. When staff records are not managed properly university administrators cannot access evidence that guide that will guide to make sound and justifiable decision.

### **Conclusion and Recommendations**

As staff records are sensitive, factual, accumulated, dynamic and costly there is a need for special care and control for their handling; if not, there is a tendency of misplacement and lose of vital assets that may affect the overall functioning, survival and development of university. Without staff records and effective system to manage them, a university cannot achieve its objectives of teaching, learning and research. Because staff records contain large amount of sensitive, confidential, and essential information, initially there should be consistent rules to serve as a law that standardized and spelt clearly what, why and how staff records are to be generated in the first place. Access to the records should be strictly controlled in a secured environment with effective control systems to track their movement and use. Workers dealing with staff records should be aware that they have been entrusted with a special responsibility never to reveal information gained from working with staff records. They should be aware that they have been entrusted with a special responsibility never to reveal information gained from working with staff records.

The study recommended that the university should:

1. establish a formal policy specifically for accessing staff records, stating clearly, who will have the access to the records, purpose of accessing the records and the time to access the records. Accessibility to the staff records must be limited only to those in charge;
2. provide modern electronic facilities for retaining staff records. Equally staff records personnel should be trained on application of the ICTs to staff record management; and
3. should ensure that staff are provided with formal training on staff records management particularly on ethical conduct and legal framework surrounding staff records keeping.



## REFERENCES

- Akpohonor, B. A. & Iwhiwhu E. B. (2007). The management of staff records at Delta State University Library. *Library Philosophy and Practice*. January, 2011.
- Akpohonor, B. A. (2011). Management of records in university library of the South-south zone, Nigeria. *Library Philosophy and Practice*. 2011. Available Online at <http://unilib.unl.edu.LPP> (accessed on 23<sup>rd</sup> March 2015).
- Auyo, M. A. (2007). *The Role of Record Management in Achieving Organizational Objectives of Tertiary Institutions of Learning in Focus*. Being a paper presentation at a seminar on uniform practice and standards among institutions, affiliated to Bayero University, Kano. Held at Mambayya House, Bayero University, Kano.
- Covenant University (2011). Management of Staff Records. Available at <http://covenantuniversity.edu.ng/about-us> Retrieved on 23rd June, 2015).
- Dewah, P. & Ndlovu, H. (2013). The management of personnel records for accountability, good governance and protection of human rights at the National University of Science and Technology, Zimbabwe. *Journal of the South African Society of Archivists*, 46, 2013.
- Emmerson, P. (1984). *Problems of Personnel Records*. Proceedings of a seminar at St. Mary's Centre, Chester 1.
- Graham, H. T. & Bennett, R. (1992). *Human Resources Management*. Seventh Edition. London, Pitman Publishing. 330.
- Iwhiwhu, E. B. (2014). Electronic records management in Africa: Problems and prospects. *The Journal of Electronic Library*, 23(3): 345-355.
- IRMT (2009). *Managing Personnel Records in an Electronic Environment*. London: IRMT
- IRMT (2003). *Principles of Records and Archives Management*. London: IRMT
- Kurfi, A. K. (2013). *Human Resource Management*. Kano State Nigeria. Benchmark Publishers Limited
- Louisiana State University (2016). Employee Records Confidentiality available online at [www.lsu.edu/policies/ps/ps-40.04.pdf](http://www.lsu.edu/policies/ps/ps-40.04.pdf) (Retrieved on 22<sup>nd</sup> June, 2019).
- Maidabino, A. A. (2017). *Electronic filing management systems: A proposal for effective Local Government Administration in Kano State*. Paper presented at a Workshop on Registry Management for Local Government Administrators organized by Kano State Ministry for Local Governments in collaboration with Platinum Analysis, Monday, 27<sup>th</sup> February, 2017 at the Afficent, Sultan Road, Kano.
- Mathis, R. L. & Jackson, J. H. (1997). *Human Resource Management*. 8<sup>th</sup> Ed. USA, West Publishing Company 578-579.
- Mwangangi, A. M. (2013). *Impediments to records Management in Public Universities in Kenya: A Case of Kisii University*.
- Odlyzko, A. M. (2000). Justification for setting up an archive at the University of Cape Coast. *Records Management Quarterly*, 25(2): 91-100.
- Oketunji, S. F. (2002). Information provision to academic research and development, organization in the 21<sup>st</sup> Century. *The information Manager*, 2(1).



- Rebore, R. W. (2005). Records management in the administration of colleges and universities. *College and Research Libraries*, 4(7): 402-414.
- Shepherd, E. & Yeo, G. (2003). *Managing Records: A Handbook of Principles and Practice*. London: Facet Publishing House.
- Silva, M. S. & Lima, C. S. (2017). The role of information systems in human resource management. Available Online at [www.intechopen.com/books/management-of-information-systems/the-role-of-information-systems-in-human-resource-management](http://www.intechopen.com/books/management-of-information-systems/the-role-of-information-systems-in-human-resource-management) (retrieved on 23<sup>rd</sup> June, 2019).
- University of California. Staff Personnel Records. Available online at: [www.policy.ucop.edu/doc/4010419/PPSM-80](http://www.policy.ucop.edu/doc/4010419/PPSM-80) (Retrieved on 22<sup>nd</sup> June, 2019).
- University of Edinburg (2014). Records Management Section. Available online at: [recordsmanagement@ed.ac.uk](mailto:recordsmanagement@ed.ac.uk)(retrieved on 15<sup>th</sup> April, 2016)
- University of Washington (2019). Personnel records management services: Available Online at [www.google.com/ur?sa](http://www.google.com/ur?sa) (retrieved on 23<sup>rd</sup> June, 2019)
- University of Wisconsin System (2019). Human resources; employee categories. Available Online at [/www.wisconsin.edu/ohrwd/hr/emplcat/](http://www.wisconsin.edu/ohrwd/hr/emplcat/) (retrieved on 23<sup>rd</sup> June, 2019).