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FROM THE PRESIDENT...

President, Wendy McLain, CRM

Fellow ICRM members:

It is a new year, with new challenges, and opportunities for innovation. As I begin the year I'm honored (and yes, sometimes overwhelmed) to be President of this great Institute. I look forward to working with the many dedicated volunteers who offer their time and talents to further the mission of the ICRM. You have my sincere thanks!

Two incredibly dedicated board members completed terms and departed the board in 2016: Sharon LaPlant, CRM, past Regent, Examination Development and Rae Lynn Haliday, CRM, past Chair. Thank you both for your service and your continued support. Please join me in welcoming Andrew Ysasi, CRM to the role of Regent, Examination Development and John Krysa, CRM to the role of President-Elect. They bring with them oodles of energy and a wealth of experience.

I'd like to acknowledge a couple folks who make it possible for you to read this message: Bruce White, CRM, Webmaster and Linda Buss, CRM, Newsletter Editor. They deserve super hero capes for working with dreadful deadlines. If you appreciate their work, let them know. Even super heroes like feedback.

If you missed our fall Board Meeting here are a few highlights.

- **The ICRM website is under construction to make it mobile friendly, easier to navigate, easier to update and maintain, and improve performance.**



- **The Certified Records Analyst credential is off to a fantastic start, with 87 CRAs at press time.**
- **The Exam Development Committee completed an update to the outline for Parts 2 and 3.**
- **Strategic Partnerships are growing!**

Speaking of strategic partnerships; in December, the ICRM announced our first strategic partnership with Louisiana State University to enhance professional education in the area of records and information management. We are excited to report that it has generated interest among other colleges as well. The Strategic Alliance Committee welcomes partnership discussions with any willing educational institution interested in helping us build bridges from education to certification.

If you are looking for an opportunity to be more involved in your Institute, please contact the Administrative office. We will be happy to suggest available opportunities that match your skills and interests.

ICRM LEADERSHIP ROSTER

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PROJECT MANAGEMENT FOR RECORDS MANAGERS: SELECTING THE RIGHT PROJECT

By Margot Note, CRM

Records managers deal with projects all the time, such as developing a records retention schedule, converting files, or designing an automatic records retrieval system. Although each project is different, they all benefit from the discipline of project management.

The beginning of a project is critical to its success, and teams tend to jump into a project too soon. They are excited to start or feel pressure from executive stakeholders to begin the project. In my experience, records managers always benefit from more effort in selecting and prioritizing the projects that will be the most advantageous to their organizations. Careful selecting and pre-planning saves a tremendous amount of time and effort throughout the project's lifecycle.

"The most vital part of managing a successful project is identifying the right problem to be solved." Projects need business cases which justify them based on their expected benefits. The project's sponsor is the best person to develop the business case because he or she is invested in the project. A sponsor has the clout and emotional intelligence to certify that the project receives the needed resources to complete it. Larger projects require feasibility studies and cost-benefit analysis. These activities are crucial when the project seems unattainable, yet you need proof to petition executives to reconsider their plans.

Success criteria specify how the project is executed. Universal success criteria include finishing the project on schedule, keeping costs within budget, and meeting goals. In records management projects, success criteria is measured differently than most commercial, profit-making projects. Cost reduction, reduced legal liabilities, faster retrievals, and improved services are factors to track.

A proposal is the first step in launching a project. It includes the vision of the work and a plan for its completion. It's a necessary fiction because it's an idealized version of what the project could be. Review the proposal if you are mandated to do the work. Proposals written by others to secure funding often exaggerate results. The outcomes you wish to achieve should be attainable.

When you select your project think about how you could transform it from delivering a suitable solution to something that catches the imagination of those in your field. Suspend judgment on ideas and be inventive. Consider at least three possible approaches, even when there is a clear solution. Your method should always be grounded in the triple constraint of project management—time, cost, and scope—

but a creative solution may improve your project and make it more enjoyable for you and your team.

Your approach should also fit the culture of the organization. Forcing a tactic that is alien to organizational culture is a losing battle. Focus on what the company needs which will also match its *modus operandi*.

With an approach in mind, your team should discuss its implementation. Projects that use new methods or technologies may be questionable. Consider your assumptions and risks. "A reactive project manager attempts to resolve issues when they occur, but a proactive project manager tries to determine problems beforehand." You may assume many things throughout the course of a project, but communication with your team will ensure that you don't keep your presuppositions for long.

Requirements for the project should be thought out, as they lay the foundation for defining the project scope, testing deliverables, and measuring success. The primary reason for project failure is poorly defined requirements.

As a project manager, you must distinguish between essential, desirable, and unnecessary requirements. Be alert for stakeholders who append wish list items into your necessary requirements. Requirements always need to be documented clearly and thoroughly to permit better estimates of your timeline, budget, and resources, and to provide a means to control changes.

The requirements must also address the right problem. If the project was constructed through its requirements to deliver the wrong solution, it might be considered a failure even if everything was delivered on time and within budget and scope. Gathering the appropriate requirements ensures that the project delivers business value and is perceived as a triumph.

A rough draft of the requirements or a prototype of the project can act as a straw man for stakeholders to critique. Use the opportunity to let them articulate their needs. By stating what they don't want, stakeholders express what they are seeking in the project.

Consider the deliverables of the project. Deliverables are the defined results and services produced or handed over during the project. RIM project deliverables could be a function-based filing scheme for analog and digital records, a user-friendly filing database, or a retention schedule.

A clear understanding of the scope is the foundation on which successful projects are built. Without it, a project manager will struggle to deliver a project.

continued on next page

PROJECT MANAGEMENT FOR RECORDS MANAGERS: SELECTING THE RIGHT PROJECT

CONTINUED FROM PAGE 3

The project scope is the required work, which the project must complete for it to end. The scope statement gives an overview of what to expect throughout the life of the project and what the desired outcomes of the project will be. It specifies tasks and deliverables so that project success can be measured along the way and at project completion. All stakeholders must accept the scope statement before the project progresses.

Avoid the dreaded scope creep—those small, undocumented changes in the project scope. As the project evolves, you may discover implied, infeasible, or extraneous requirements. You may also realize that you overlooked fundamental requisites that you will need to add to the project. (I'll discuss making changes in a subsequent article). All changes should be put against the requirements to ensure that the project stays on track.

The best way to prove your records management programs' worth is to complete value-added projects. Records management offers an unlimited number of projects in which project management methodologies should be employed. When working on projects such as developing a vital records program, implementing a legal hold process, or introducing technology, remember that selecting and prioritizing the right project for your organization is your inaugural step to project victory.

This article is the first part of a series on project management for records managers, published in *ProfessioNotes*. The series focuses on six key areas of project management: selection and prioritization, leading and managing teams, planning and scheduling, budgeting and performance, communication and documentation, and completion and review. Download free project management resources at margotnote.com/project-management. Questions or feedback? Contact the author at margotnote@gmail.com.

Margot Note, *Project Management for Information Professionals* (New York: Elsevier, 2015), 19.

I. *Project Management for Information Professionals*, 36.

ATTENTION CRMs

Certification Maintenance Cycle:
Remember, in order to maintain the CRM designation, you must earn 100 credits every five years. Log onto the ICRM database to keep track of when the cycle ends and your total maintenance points. **Six Month Rule:** You must apply for Certification Maintenance within 6 months of the activity.

EDITORIAL POLICY

Authors' statements, either fact or opinion, are their own and do not express the official policy of the ICRM. While the advice and information in this newsletter are believed to be true and accurate at the time of publication, neither the authors nor the editor can accept any legal responsibility for errors or omissions. The ICRM makes no warranty expressed or implied with respect to the material contained herein. Letters to the Editor are welcome. Letters must be signed and are subject to editing.

ICRM NEWSLETTER DEADLINES

Deadlines for submitting articles for the ICRM newsletter are November 1, February 1, May 1 and August 1. Please email your news items to: newslettereditor@icrm.org. All items must be in MS Word or MS Excel format. Photographs may be in .jpg or .tif format.

DID YOU KNOW?

Did you know that at one time it was a felony to destroy federal records? Forty-two bills were introduced to Congress prior to 1889 to destroy what some federal agencies called “worthless papers”. If you are curious about the early history of records management in the U.S. here is a good start.

James Gregory Bradsher explores the creation of the records management function in the federal government from 1789 through 1949.

<http://digitalcommons.kennesaw.edu/cgi/viewcontent.cgi?article=1307&context=provenance>

NEW CRAs
 IN THE LAST ISSUE OF
 PROFESSIO**NOTES** WE FAILED
 TO RECOGNIZE THESE NEW
 CRAs. WE APOLOGIZE
 FOR THE OMISSION.

Anita S Kinney
 Falls Church, Virginia

Philanthi R Koslowski
 Milford, Connecticut

Kathryn V. Kramer
 Colorado Springs, Colorado

Darice M Lee
 Burke, Virginia

Sarah L Lohmeyer
 St. Louis, Missouri

ICRM CODE OF ETHICS

Certified Records Managers should maintain high professional standards of conduct in the performance of their duties. The Code of Ethics is provided as a guide to professional conduct.

1. Certified Records Managers have a professional responsibility to conduct themselves so that their good faith and integrity shall not be open to question. They will promote the highest possible records management standards.
2. Certified Records Managers shall conform to existing laws and regulations covering the creation, maintenance, and disposition of recorded information, and shall never knowingly be parties to any illegal or improper activities relative thereto.
3. Certified Records Managers shall be prudent in the use of information acquired in the course of their duties. They should protect confidential, proprietary and trade secret information obtained from others and use it only for the purposes approved by the party from whom it was obtained or for the benefit of that party, and not for the personal gain of anyone else.
4. Certified Records Managers shall not accept gifts or gratuities from clients, business associates, or suppliers as inducements to influence any procurements or decisions they may make.
5. Certified Records Managers shall use all reasonable care to obtain factual evidence to support their opinion.
6. Certified Records Managers shall strive for continuing proficiency and effectiveness in their profession and shall contribute to further research, development, and education. It is their professional responsibility to encourage those interested in records management and offer assistance whenever possible to those who enter the profession and to those already in the profession.

A SUMMARY OF THE HISTORY OF RECORDS MANAGERS FROM ANCIENT TO MODERN TIMES – A FOUR PART SERIES

By Linda Buss, CRM

Luciana Duranti is Professor of archival theory, diplomatics, and the management of digital records in the master's and doctoral archival programs of the School of Library, Archival and Information Studies of the University of British Columbia (UBC). She is also Faculty Associate Member of the UBC College for Interdisciplinary Studies, Media and Graphics Interdisciplinary Centre and an affiliate professor at the University of Washington in Seattle, WA. This article is part two of a summary authorized by Professor Duranti.



While science, culture and technical development languished in Europe during the Dark Ages, some of the most significant evolution of records keeping practices occurred during this time. A fusion of Roman legal institutions with those of native institutions resulted in a specialized contingent of professionals. In Byzantine-occupied areas, specialists emerged who were knowledgeable in the law (tabeliones, forenses, scriniari or curiales). These individuals formed corporations in which the craft of compiling legal documents was passed down from master to apprentice. They developed specific formats and scripts to be used for capturing the transactional details between parties debated before a judge. The resulting agreements were captured and maintained by a notarius.

Charlemagne, who ruled early France, Germany and the Low Countries from 768 AD until his death in 814 AD, spurred the Carolingian Renaissance, a resurgence of cultural and intellectual activity across the Empire.



Charlemagne and his son with a notarius documenting the meeting.

Notaries were nominated by officials in Charlemagne's court. Their function and the documents they produced were deemed public in character. Since notaries were responsible for documenting all transactions of the citizens, there was a need to standardize the language and form. The Carolinian minuscule was adopted as a standard writing system throughout the lands under Charlemagne's rule. Notaries adopted the ancient Roman forms and put them to use in their daily activities. Much of those forms have survived to the current time; specifically, the use of a standard three sections in each document: introduction, body and conclusion. The document was closed with an attestation of a notary, the parties involved and witnesses. The date was included either in the attestation or at the end of the body of the document. For example, look at any modern boilerplate for a legal form. The type of transaction determines the form given to the text (wills, contracts, deeds, etc.) and this has changed little in modern usage.

As a result of these resurrected institutions in Charlemagne's empire, record keepers were assuming the professional prestige that their ancient Near Eastern brethren had enjoyed. The manner of training notaries was being strained as the demands for record keeping grew. The first university, founded in 1158 in Bologna, offered a degree in notarial art (ars notaria). It provided guidance on the prescribed methods of creating and organizing records. Law was viewed as a function of records management in their opinion. The priority was to provide society with the infrastructure to organize and validate its relationships by means of objective, consistent, meaningful and usable documentation.

In the twelfth and thirteen centuries, European city states in France, Italy, Belgium and Germany maintained a permanent chancery (records office) staffed with notaries. However, the Italian city states took records keeping a step farther by pronouncing freedom of information and the publicity of records. Individuals were free to inspect records in the archives of notaries and the city. Records were filed in armoires with drawers on which a label was affixed describing the contents. The most frequently requested records were transcribed into Cartularii to reduce the risk of damaging the originals. Appraisals of records were used to determine which records were no longer of any use to the citizenry or records owning department. The principle of collegial and independent examination of the records was utilized to ensure a dispassionate assessment.

INSTITUTE OF CERTIFIED RECORDS MANAGERS NUCLEAR INFORMATION AND RECORDS SPECIALIST (NS) CERTIFICATION:

By Anita Beren, NIRMA Professional Development Business Unit Director

The Institute of Certified Records Managers (ICRM) and the Nuclear Information and Records Management Association (NIRMA) established a formal relationship in 1990 to develop an advanced certification. The concept was to develop an advanced industry specific examination module, the nuclear energy industry in this case. From those early steps, thirty CRMs have achieved the advanced designation of Nuclear Information and Records Specialist (NS) with thirteen currently active. These CRMs are entitled to use the designator 'CRM/NS' as a professional indication of advanced certification.

The Nuclear Specialist (NS) is the first and most fully developed industry-specific certification for the ICRM. Today, the Nuclear Specialist designation remains the ONLY advanced designation sanctioned by the ICRM.

Our most recent NS recipient, Denise Pickett noted that, "Receiving my NS certification was a notch in my belt and resulted in professional recognition when my company announced this as a notable achievement on our intranet. Colleagues were in disbelief that I was only one of 30 NSs in the certification's history."

NIRMA's work includes examination question development, management and test scoring which is undertaken by the Professional Development Business Unit (PDBU) Professional Certification Committee (PCC). Each member of the PCC committee is a CRM in good standing and has achieved the NS designation. Any CRM in good standing may apply to sit for the NS examination. NIRMA reviews the candidate application to assure that appropriate work experience has been achieved. Approved candidates may take the examination. The actual examination is administered by the ICRM during the May and November examination periods as Part VII of the ICRM certification process. CRM candidates who wish to apply for the NS examination must establish and maintain membership in NIRMA. Failure to maintain membership results in the loss of Nuclear Specialist certification.

Certificates recognizing the candidate's accomplishment are issued by the ICRM and signed by the Presidents of both organizations. Certificates for new CRM/NSs who attend NIRMA's Annual Conference are professionally framed and presented during the Annual Business Meeting. CRM/NSs become members of NIRMA's Professional Certification Committee. There are certification maintenance requirements for NS just as there are for CRM. CRM/NSs must earn 20 hours of maintenance points related to nuclear information and records management in each five year period.

Note: NIRMA is offering a CRM Exam Prep Seminar, From Application to Certification CRM Exam, Parts 1-6, on August 5, 2017, just prior to the start of the Annual NIRMA Information Management Conference in Summerlin, Nevada, August 6-9, 2017. See more information on NIRMA.org.

DARK DATA

By Linda Buss, CRM

People of a certain age will remember the public service announcement of the late 1960s, "It is 10 o'clock. Do you know where your children are?" It was meant to encourage parents to know where their kids were and what they were up to in a program designed to reduce juvenile delinquency and minimize arrests of minors who were out past curfew.

We can ask the same thing of our data; Do you know where all of your electronically stored information is located? So-called 'dark data' resides in network drives, email folders, and (shudder!) removable media. Getting control of the genesis, replication and storage of dark data is a challenge all organizations face. Files are emailed and stored in personal network directories; former employees leave behind 'stuff' that is backed up regularly, adding to the cost of storage; staff who are distrustful of the ERM initiatives find comfort in downloading and storing files creating a shadow system. Working closely with the information technology specialists in your company can help locate and eliminate the redundant, obsolete and trivial (ROT) that lurks in these forgotten corners of the network.

The use of a records crawler can help identify where these sources of information are located and help the organization clean up its ROT and capture records that need to be properly managed. Policies that address the usage of the company's storage assets can also provide a starting point for conversations and training as well as leverage to hold staff accountable. Got wedding photos on your network? Too many cute cat videos? IT can partner with you to identify the owner and remind them of the policy. Some organizations allocate a specific block of storage for departments with the understanding that any overage will result in a charge for additional storage.

How you manage dark data in your organization is best addressed by knowing the culture and who your supporters are. Leverage these resources to help IT and RM purge the ROT.

New CRMs

Michael Allen

Silver Spring, Maryland

Shawna Bleecker

Denver, Colorado

Elizabeth Carrera

Goodyear, Arizona

Kristal Coyle

Royse City, Texas

Frank Hernadi

Garland, Texas

Karen Heuberger

Charlotte, North Carolina

Jacque Hornung

Raymond, Nebraska

Blair Johnson

Kingston, Ontario

Mark Keli

Washington, District of Columbia

Rajnish Kumar

Gurgaon, India

Sarah Lohmeyer

St. Louis, Missouri

Donna Martonik

Sterling, Virginia

Sheri Naegele

Wichita, Kansas

Glenn Reasoner

Burbank, California

Daniel Rezzuti

Hawthorne, California

Deborah Robbins

Pearl Harbor, Louisiana

Ryan Speer

Blacksburg, Virginia

James Wellman

Tallahassee, Florida

Sara Wilder

Santa Cruz, California

Balazs Zsigo

Vienna, Austria

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Donna Cantrell

Elizabeth City, North Carolina

Janet Foster-Penn

McKinney, Texas

Nathaneal Pauley

Schaumburg, Illinois

Brian Quinn

Indianapolis, Indiana

Christian Rummelhoff

Minneapolis, Minnesota

Bernessa Williams

College Park, Georgia

Jennifer Anderson

Rahway, New Jersey

Bradlee Davis

Cary, North Carolina

Amity Highley

Edgewood, Washington

Michael Lee

DeSoto, Texas



It is your **life**. It is your **career**. It is your **certification**.

CRM

In a business world of doing “more with less,” your designation as a Certified Records Manager shows that you understand the many facets of the RIM profession.

In a business world that is rapidly changing, your designation as a Certified Records Manager shows you are up to date on the latest technology, the latest rules and regulations, and the techniques of the RIM profession.

In a business world in which new jobs are increasingly competitive, your designation as a Certified Records Manager (CRM) demonstrates that you have the experience and expertise to lead change and deploy best practices as they evolve in the RIM profession.

For more information about becoming a Certified Records Manager, contact (518) 694-5362 or visit www.icrm.org

