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## FROM THE PRESIDENT....

**President, Wendy McLain, CRM**

*Fellow ICRM members:*

Did you vote? Thank you for participating in the selection of the 2018 board members! Thanks also to the Awards and Nominations Committee for putting together the slate of candidates for your consideration. In addition to biographical statements, each candidate was given the opportunity to answer questions about their leadership experience and ideas for the future of the ICRM. This is just one of the continuous improvements that the committee has implemented to help the members make informed voting decisions. And, thank you candidates for your continued service to the ICRM. I look forward to working with all of you in some capacity in 2018.

The weather forecast in my part of the world predicts a high of 101 today, but I swear there is a hint of autumn in the air. As I anticipate autumn, I look forward to cooler weather, football and seeing my ICRM colleagues in Orlando, FL in October. There are a number of ICRM activities planned during the ARMA Conference:

- ICRM Exams Prep: Introduction and Parts 1-6 (ICRM)
- Fall Board Meeting
- Annual Business Meeting and Reception
- Expo Hall Booth



The Business meeting, Reception, and ICRM booth are all great opportunities to chat with board and committee members and connect with your fellow CRA and CRM colleagues. I hope to see you there!

We welcome your ideas and participation. If you considered a nomination to run for a Board position and didn't feel ready for that level of service, and are looking for an opportunity to be more involved in your Institute, please reach out to any Board member or contact the Administrative office. We will be happy to suggest available opportunities that match your skills and level of interest.

# ICRM LEADERSHIP ROSTER

## ICRM Board of Regents

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## STRATEGIC ALLIANCE COMMITTEE CHAIR REPORT

*Rae Lynn Haliday, CRM  
Strategic Alliance Committee Chair*

In 2012, the ICRM Board of Regents decided to shift from being heavily involved in tactical operations and toward a greater focus on strategic planning and advancement of the Institute. The transition to a full-service management company in 2012 laid the primary groundwork for this transition, with process-related tasks being more fully supported by the ICRM admin function thereby allowing the Board to focus on the advancement of strategic goals.

A few years later, the Board of Regents approved the Requirements for Strategic Alliances, the core tenets of those guidelines being the four primary goals of the ICRM Strategic Plan:

- Grow membership
- Diversify revenue
- Increase relevance
- Modernize governance and processes

All ICRM partnerships are required to meet one or more of these strategic goals to be considered a worthwhile alliance. For example, the recent academic partnerships forged with Louisiana State University (LSU) and San José State University (SJSU) School of Information (iSchool) support the strategic goals of growing membership, diversifying revenue streams and increasing relevance by building bridges between Records and Information Management (RIM) education and ICRM certification to develop a strong pipeline of candidates and members.

The Board of Regents created the Strategic Alliance Committee (SAC) in 2016. The SAC manages partnership agreements and relations for the Institute, and assists the Board in developing strategic opportunities that help ensure ICRM certification sustains its long-standing value to the Records and Information Management (RIM) profession.

The SAC's core focus is to develop partnerships that uphold existing qualification and exam administration standards and that allow for the innovation needed to enter new markets. Once an alliance is established, the SAC manages the initial stages for associated partner events, creating and maintaining a repeatable workflow that aligns with other ICRM committees and roles, holding a core function in the overall coordination and support for partner events (Marketing Committee for advertising, ICRM Admin for logistics, and Professional Development for presentation support).

The SAC has multiple projects and partnerships under development and at various stages of approval. This committee's work really reflects the culmination of advancements achieved over the years as each Board has worked to make improvements to qualification standards, business processes, governance, exam prep, technology, marketing and strategic planning. The existence of this type of committee and strategic framework validates the Institute's ability to advance and endure as a valuable resource to the RIM and Information Governance (IG) community.

## EXAMINATION DEVELOPMENT

*By Andrew Ysasi, Regent, Examination Development*

Early in 2017, ARMA asked me to participate in the writing of the Information Governance Body of Knowledge (IGBOK). The ICRM board approved my participation in the task group to represent the ICRM board along with the vendor community. I traveled to Saint Louis in early April and met with 15 other IGBOK task group members and the ARMA staff. The process was nothing I had ever experienced before. The idea and content development methodology ARMA brought to the table was exciting and brought out a lot of great content. With access to the ARMA library for reference and plenty of fresh ideas, we went back to our respective communities to begin our writing assignments. So far, my focus on the IGBOK has been writing on RIM, information security, and information privacy. Helping to write the IGBOK provided networking opportunities with other IG professionals throughout the US and Canada. This access ensures I am exposed to the most relevant topics in

our industry, and when and where these topics could show up on our exams and prep materials.

I look forward to what the IGBOK will do for our industry, and I am even more excited to use the IGBOK as a resource to prepare ICRM test questions. Overall, I am deeply honored and humbled to be part of the IGBOK writing team, and I owe ARMA, the ICRM, and my employer a hearty thank you for this opportunity.

## PROJECT MANAGEMENT FOR RECORDS MANAGERS: LEADING AND MANAGING TEAMS

By Margot Note, CRM

Project managers conducting records management assignments must be committed to leading their team to success. Frequently, they work without high-level support, at times with active resistance, and occasionally in the absence of any evidence that the project is possible! Courageous leadership in the face of obstacles is required.

Project managers are expected to be both good managers and leaders to be effective. An ability to lead is one of the most critical competencies a project manager should have. The project manager's leadership ability is usually expressed by influencing the behavior and attitudes of the project team. The effectiveness of a leader is, therefore, dependent to some extent on their power.

One of the biggest challenges for project managers is to be a working project manager, or one who performs work while managing the project. For small teams, a project manager can do some of the work. As team size increases, it becomes impossible to work and manage simultaneously because the tasks distract from the needs of team members. When a conflict between managing and working exists, performing tasks takes priority, and management is neglected. The project manager should always focus on controlling the project, not on performing the work.

Projects are often undertaken in environments where the project manager has little formal authority. Even for project managers who do have authority, contributors who work for other managers do portions of project work. Project leaders must assume control whether they possess the authority or not. Managing without authority takes charisma, flexibility, patience, and persistence.

Stakeholders can make or break the project. Some people may have concerns but have no power to change anything in the project. Others may be supportive but lack rank. The opposite is also true: some important individuals may be the champions or naysayers for the project at hand.

Project sponsors are senior executives responsible for shepherding projects to a successful conclusion. The sponsor must defend the benefits of the project, accept responsibility for funding and budget statuses, concur with project and charter requirements, and be knowledgeable about planned and actual results. They assist their project teams in resolving organizational impediments to project success. Project managers should aim to ensure executive involvement throughout their project's life cycle by forging solid relationships with their sponsors.

The relationships between stakeholder roles are functional rather than hierarchical. Although the sponsor will usually be the most senior member of the project team and will be higher-ranking than the manager, little else can be assumed about the seniority of other team members. Subject matter experts or technical specialists frequently have skills based on years of

experience and are often senior to the project manager.

The most advantageous size for a project team depends on the project's goals and tasks. The ideal team size depends on its application. A project manager should strive to have just enough people to do the job. Having too few people slows down work and members may lack requisite skills. Having too many will also impede progress by shifting time and energy to communication and coordination efforts. Commitment may also be a problem, as dedication to the team and its goals diminish as more people are added. Recruit as many people as needed to get the job done.

Project teams are a way of managing projects where efficiency performs the work well; effectiveness acts upon the right work. Brainstorming and discussions are good examples of interactive teamwork to generate ideas and solve problems. A small team can produce many options and alternatives; a suggestion from one person can stimulate ideas from the others. The selected option should then have the support and commitment of the team who will collectively share the risk of the decision. Teams tend to make better decisions than the team members would make individually with the same information.

A problem for team members is that they become torn between the conflicting demands of their functional manager and their project manager. This situation arises if there is a lack of clarity in their work in their everyday duties and their project assignments. The best way of ensuring that it does not occur is for the team members to start their work by clarifying the needs of the project and agreeing on boundaries.

Motivating team members on a project can be tricky. For the most part, project managers lack the authority to hire, fire, or reprimand team members. In most cases, they do not even have the luxury of selecting team members. However, they are still accountable for managing them to achieve the project objectives. Since they do not have much position power, they need to rely on motivation and influence. Recognizing good performance confirms the value of his or her work to the team member.

Working with people can be one of the most rewarding aspects of project management. Successful project managers develop leadership skills, build teams, and work with stakeholders. Leading and managing teams is a skill set that is never quite finished; refining your abilities takes time but is well worth the investment in yourself and your record management career.

This article is the second 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](http://margotnote.com/project-management). Questions or feedback? Contact the author at [margotnote@gmail.com](mailto:margotnote@gmail.com). y Margot Note, CRM

# ROT OR NOT? HOW A RECORDS RETENTION SCHEDULE CAN REDUCE THE GARBAGE, RISKS, AND COSTS

By Tom Corey, Esq. CRM

Organizations are required to retain certain information, and the cost of failure can be high. But keeping ROT – redundant, outdated, and trivial information – can have even more costly consequences. Here is how a well-executed retention schedule can mitigate the risks and costs.

When an organization begins the painstaking process of identifying its records, organizing them into groups, and assigning retention policies to them, employees often ask why it's necessary. The answer can be organized around four simple words: space, compliance, discovery, and breach.

## SPACE

Early records management was needed simply because space was an issue. File cabinets got so full that employees could no longer add or remove files, and additional files would end up on top of the cabinet and on the floor. Organizations had two options: 1) make space for more file cabinets or 2) get rid of records they did not need.

## ONSITE STORAGE

In many cases, the high cost of commercial real estate makes that decision easy. For example, The Real Deal reported \$80 per square foot in Midtown Manhattan, New York, early last year, making the cost of adding a single commercial lateral file cabinet about \$950 a year. In St. Louis, Missouri, it would cost \$23.34 per square foot, distinguish between those for which the cost of storage is justified and those that can be dispositioned to save the organization space and money.

## COMPLIANCE

When U.S. President Franklin Roosevelt signed the Fair Labor Standards Act into law, in 1938, it established a 44-hour work week, 25 cents minimum wage, rules that required employers to retain records, and government authority to inspect the records. Today, the U.S. government requires organizations to retain a variety of other records as well (e.g., employment, customs, environmental, tax, and industry-specific), which it also has the right to inspect.

## CIVIL PENALTIES

Perhaps the greatest fear organizations have is not about what is in their records, but about what required records they are missing. Their inability to produce required records for inspection quickly (or at all) can cost them a great deal of money. Following are several examples of potential fines that can be levied or \$250 annually, according to this year's St. Louis Annual Market Report from Gershman Commercial Real Estate.

## OFFSITE STORAGE

Offsite storage facilities provide a less costly solution to storing files initially, but they generally have other costs to access, re-shelve, and destroy files. Another issue is that when records are located far away, they are not quickly available when needed, which decreases their value and could raise a question about how beneficial retaining them is.

## ELECTRONIC STORAGE

Electronic storage may seem to resolve space issues, but not if it requires an onsite data center pod. According to Neil Rasmussen in *Calculating Space and Power Density Requirements for Data Centers*, a pod, which is a cluster of cabinets with power and a cooling infrastructure, requires up to 16 square feet of space. Using the per square foot calculations mentioned above, each IT cabinet would cost \$5,100 per year in Manhattan and \$1,500 in St. Louis. Even information stored on portable devices, such as laptops, flash drives, and compact disks has a space cost related to the equipment required to retrieve it.

Records that have value are worth the cost of the space; others are not. A retention schedule can be used to The U.S. Occupational Safety and Health Administration (OSHA) fined an Ohio Home Depot store more than \$150,000 in 2013 for violations that included its inability to produce required records within a four-hour inspection window, according to an Aug. 26, 2013, OSHA news release.

Per "Clean Air Act Vehicle and Engine Enforcement Case Resolutions" on the U.S. Environmental Protection Agency (EPA) website, the EPA can fine an organization up to \$45,268 per day for recordkeeping and reporting violations.

According to 19 U.S.C. §1509(g), U.S. customs' agents can issue a fine up to \$100,000 or 75% of the appraised value of merchandise for willful record violations and up to 40% of the appraised value of merchandise for negligent recordkeeping violations.

## CRIMINAL PENALTIES

The enactment of the Sarbanes-Oxley Act of 2001 (SOX) took potential recordkeeping penalties to a new level – from civil to criminal. The act was precipitated by the well-known downfall of Enron and accounting firm Arthur Andersen, who – while preparing for a U.S. Securities and Exchange Commission investigation – began destroying paper and electronic records they were required to retain.

Under SOX, public accounting firms are required to maintain audit work papers and data to support filings for seven years (see 15 U.S.C. §7213(2)); public corporations must maintain accounting audit or review work papers for five years (see

## ROT OR NOT? HOW A RECORDS RETENTION SCHEDULE CAN REDUCE THE GARBAGE, RISKS, AND COSTS, CONTINUED FROM PAGE 5

18 U.S.C. §1520); and the public company must maintain and document a system of internal controls and procedures for financial reporting (see 17 C.F.R. § 229.308).

These provisions are enforced by requiring the company's chief executive officer and chief financial officer to sign the quarterly and annual reports certifying the accuracy of the information under penalty of law (see 17 CFR § 232.302 and 17 CFR § 240.14d-1). With the potential of criminal actions facing top executives of public companies for publishing inaccurate information, the push to maintain proper records became a corporate mission.

### DISCOVERY

For a short time, cheap electronic storage seemed to be the answer to space and compliance concerns. Organizations could choose to retain all their information forever electronically, so they would always have required records. This solution was short-lived.

A 2016 Veritas Global Databerg survey shows how pervasive the storage of unneeded information is. Its "Report Finds 85% of Stored Data is Either Dark, Redundant, or Trivial (ROT)" found that only 15% of an organization's stored data is business critical; the rest has either an unknown value or is considered ROT. (ROT also stands for redundant, outdated, and trivial.)

An often-cited but unverified statistic attributed to Gartner Research says professionals spend 50% of their time looking for information and take 18 minutes to locate each document. In the April 2013 Harvard Business Review article "Email Is Not Free," Tom Cochran wrote that a study he conducted in his company determined that each sent or received e-mail cost 95 cents for labor.

### TIME IS MONEY

E-discovery requires organizations to use legal professionals and sometimes software tools to collect, process, and review their electronically stored information (ESI) and distinguish between what information is relevant and irrelevant to the legal action. The greater the volume of information there is to review, the more expensive the process.

The key problems with retaining everything forever are the extraordinary length of time and amount of money spent searching for needed information when the electronic storage repository is filled with a bunch of junk. Both increase exponentially when the search is to find all relevant information during e-discovery.

### ROT VS. NOT

Parallels can be drawn between an electronic repository and a closet. The more stuff jammed into a closet, the harder it is to find that winter scarf when it gets cold. Enlarging the closet or building another closet will not necessarily make it easier to find that scarf. A more efficient approach is to remove the things that are no longer needed – like the now-adult daughter's elementary school backpacks and the long-unused yoga mats.

In the same way, storage repositories are often full with both useful and useless things; for example, they may include not only the needed final documents, but many drafts for each final, and e-mail correspondence with companies that have not existed in years.

To make it more complicated to find what is needed, this information is often in employee-created folder systems on laptops and shared drives that are so creative and complex that when employees leave, the knowledge of how the information can be located also is gone.

Time is money, and too much time is spent going through information "closets" looking for information. Time is especially expensive when it is spent by lawyers reviewing potentially relevant ESI, including e-mails, instant messages, documents, databases, websites, and even metadata, for e-discovery.

And lawyers have been especially busy with e-discovery since 2004. That is the year of the landmark case *Zubulake v. UBS Warburg* and other cases that sanctioned parties for failing to preserve ESI they knew was relevant or ESI that could have reasonably been calculated to lead to the discovery of admissible evidence.

Trying to avoid sanctions, or spoliation, which can include fines, evidence rulings, or adverse jury instructions, can be extremely expensive. The 2012 Rand study "Where the Money Goes? Understanding Litigant Expenditures for Producing E-Discovery" found that the cost of review for e-discovery ranges from \$20,000 to \$40,000 per gigabyte. In the 2010 Duke Law Journal article "Defining the Problem of Cost in Federal Civil Litigation," the authors wrote that discovery costs typically consume 20-50% of total litigation costs.

The key way to reduce these costs is to get rid of the ROT, retaining only information that is useful to the organization, thereby reducing the volume of information that could be subject to e-discovery.

## ROT OR NOT? HOW A RECORDS RETENTION SCHEDULE CAN REDUCE THE GARBAGE, RISKS, AND COSTS CONTINUED FROM PAGE 6

### **BREACH**

Hackers want private information because it may contain personally identifiable information (PII), such as Social Security numbers, credit card numbers, or health information. In too many cases, organizations retain private information long after it has value to the organization but still has value to hackers and can cause damage to the organization if breached.

### **FINANCIAL IMPACT**

In most states, a breach of PII requires notification to those impacted by the breach. In California, which was the first state to enact this requirement, personal information is defined by Cal. Civ. Cd., §1798.92 as “a person’s name, address, telephone number, driver’s license number, social security number, place of employment, employee identification number, mother’s maiden name, demand deposit account number, savings account number, or credit card number.”

Ponemon Institute’s “2016 Cost of Data Breach Study: United States” found the cost of each document stolen in a security breach is \$221, and the total average cost to handle a data breach incident is \$7 million. This calculation included direct costs, such as investment in technologies and legal fees, along with indirect costs, such as investigation time and management of breach notifications.

### **OTHER CONSEQUENCES**

Hackers sometimes go after more than PII and financial data. In 2014, a group calling itself the Guardians of Peace hacked Sony e-mail accounts containing private conversations among Sony executives. A Los Angeles Times headline revealed the financial damage: “Sony says studio hack cost it \$15 million in fiscal third quarter.” But the revealed e-mail conversations among Sony executives, producers, and others regarding celebrities and public officials caused embarrassment for the parties involved, a public relations nightmare for the company, and the firing of the head of Sony Pictures, Amy Pascal.

More recently, information from a hacked e-mail account

played a role in last year’s U.S. presidential election. In October, just before voting began, WikiLeaks began releasing private e-mails – some more than 15 years old – from the account of candidate Hillary Clinton’s campaign chairman, John Podesta. Clinton has characterized WikiLeaks as one of the two “determinative” factors in her loss.

While both hacks were information security failures, they were also a failure of records management. It is unlikely that many of the old e-mails that were leaked had any value to Sony or Podesta, yet they had a great deal of value to those wishing to inflict damage with them.

### **Solutions**

As organizations are becoming more aware of the costs and risks associated with the four information-related issues addressed in this article – space, compliance, discovery, and breach – and invest in technology and other resources to help address them, they can also minimize the threat and mitigate their costs and risks simply by disposing of information they no longer need. Implementing a quality information governance program, which includes a strong records retention component, is the principal way to accomplish this objective.



**About the Author:** Tom Corey, Esq., CRM, is a manager within the information governance practice of HBR Consulting LLC, working with law departments to create, implement, and maintain information governance/ records management policies, including reviewing compliance with domestic and international requirements.

He earned his law degree from Charlotte School of Law, is a Certified Records Manager, and is an active member of the North Carolina State Bar, Mecklenburg County Bar, and the American Bar Association. Corey can be contacted at [tcorey@hbrconsulting.com](mailto:tcorey@hbrconsulting.com).

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### **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](mailto:newslettereditor@icrm.org). All items must be in MS Word or MS Excel format. Photographs may be in .jpg or .tif format.

### **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.

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

By Linda Buss, CRM

Luciana Duranti is an affiliate professor at the University of Washington in Seattle, WA, and Chair of Archival Studies. Her areas of expertise include the analysis of work for the design of information systems and services. This is Part III of the series, summarized from Dr. Duranti's research.



In North America political administrations created and accumulated records with no thought of organization or management until the situation grew out of control. The U.S. had no centralized repository for historic objects and many were lost. From out of basements, attics, barns and warehouses emerged the proof of our nationality which was offered to archival institutions. The desire to preserve everything eventually evolved to a selective assessment of patrimony items to preserve our history. By 1934 the National Archives Establishment was established by Congress, and in 1985 NARA emerged from the General Services Administration (GSA). In the words of Michael Cook, the role of records managers in the U.S. is to “achieve the best retrieval and exploitation of the data . . . and incidentally to reduce the cost and improve the efficiency of record making and keeping processes.”

Records managers have been instrumental in the development and preservation of legacy, history, and society throughout time. Our efforts have helped to settle arguments, preserve rights, delineate obligations, and provide the pedigree for institutions and society at large and individually. Without records managers governments and private entities would be overwhelmed with the volume of information and the cost to store it. We serve to apply some sanity in the discussions of what is useful, how long to keep it, and to dispute the mantra of “just in case” when there is no legitimate need to keep it. Professor Duranti closes her article with this statement, “The best way of “selling” records management is not to “give it away,” but to make of it something worth buying at any price.”

*Editor's Note: Thank you to Professor Luciana Duranti at the University of Washington in Seattle, WA, for allowing me to summarize her research on the history of records management. In addition, the Records Management Listserve had a lively discussion during the past year of the evolution of records management in the federal government.*

### 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.



# CODE OF ETHICS “REFRESH”

By Paula Sutton, CRM, IGP

What is a code of ethics and why does the ICRM have one? The word ethics comes from a Greek term meaning duty. Thus, a Code of Ethics consists of all the obligations that professionals must observe when carrying out their duties. It includes the core values of the profession and the behavior which should be adopted by its members. In other words, it is a code of professional conduct. The ICRM Code of Ethics communicates our professional value and expectations of RIM professional that have achieved the status as Certified Records Manager (CRM) or Certified Records Analyst (CRA).

In April 2017, the ICRM Board of Regents updated or refreshed the ICRM Code of Ethics to reflect the current administrative practices of the organization, update language to include CRA and reference CRM and CRA members as ICRM Members.

The refreshed Code of Ethics is now on the ICRM website through the members' only portal, <http://www.icrm.org/code-of-ethics>. Please use the April 2017 update when referencing the ICRM Code of Ethics. Thank you.

## Code of Ethics

ICRM Members 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.

- ICRM Members 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.
- ICRM Members 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.
- ICRM Members 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.
- ICRM Members shall not accept gifts or gratuities from clients, business associates, or suppliers as inducements to influence any procurements or decisions they may make.
- ICRM Members shall use all reasonable care to obtain factual evidence to support their opinion.
- ICRM Members 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.

## Ethics Review Procedure

If an ICRM Member has allegedly violated the Code of Ethics

of the ICRM, the President of the ICRM must be notified at [president@icrm.org](mailto:president@icrm.org). The notification must include the person(s) making a claim, the identity of the ICRM Member who allegedly violated the Code of Ethics, state the nature of the ethics violation and request that the ICRM investigate the matter. The person(s) making an ethics violations claim will remain confidential throughout the investigation. Anonymous allegations of ethics violations will not be reviewed.

Upon receipt of this notification, the President of the ICRM will establish an ad hoc Ethics Committee and identify three individuals to serve on it, subject to the approval of the Board of Regents. No current member of the Board may serve on this ad hoc committee.

The Ethics Committee will be provided the notification requesting the review. The Ethics Committee will contact the person(s) making the accusation and obtain from them all available information on the issue. The Ethics Committee will also contact all involved parties, including the accused ICRM Member, to obtain any additional facts.

The Ethics Committee will consider the information gathered and reach a ruling for the Board. The ruling must reflect a unanimous vote of the Ethics Committee, repudiating or substantiating the ethics violation charge(s).

If an ICRM Member has been cleared of the charges, a communication stating such shall be sent to all people contacted during the investigation.

If the Ethics Committee is unable to reach a unanimous decision concerning the charges, a second committee consisting of three non-Board CRMs will be formed to consider the case. They will operate in the same manner as the first committee. If the second committee cannot reach a decision, then all charges will be dropped against the ICRM Member. A communication stating such will be sent to all people contacted during the investigation.

If the ICRM Member has been found to be in violation of the Code of Ethics of the ICRM, the individual shall be notified by the Secretary of the ICRM that their certification from the ICRM is revoked, their membership ended and they can no longer use the CRM or CRA designation. The ICRM Member will not be eligible to apply for membership in the ICRM for a minimum of 5 years, at which time they must enter the candidate process and if accepted, retake all the exams to become recertified.

All Ethics Committee proceedings are confidential. No information on the case, either factual or non-factual, will be presented to the Board, outside of the decision. The ruling of the Ethics Committee will be final. The Committee will seal the file after all business has been completed. The sealed file will be placed in the archives of the ICRM and confidentially destroyed after the retention period has been met.

**Approved 4/30/2017**

## Bylaws

The current Bylaws of the ICRM were last amended on August 23, 2016. The Bylaws can be found [Here](#).

## WILL YOU TAKE THE GARBAGE OUT?

### COMPARING UNMANAGED SHARED LOCATIONS TO AN UNMANAGED FRAT HOUSE REFRIGERATOR

By Vicki Pratt, CRM

Do you remember the children's story called, Sarah Cynthia Sylvia Stout by Joel Silverstein? Sarah could just not be bothered by cleaning up the garbage around her house. By the time she decided to clean up, it was too late. Can you relate?

Let's say you are living with several other roommates in a large Frat house off-campus. You all get along just fine, but you don't really hang out together. Some of you are on different shifts, so you may go a week or two before seeing some of your roommates. When you first move into the Frat house, everything is new and wonderful. Then you start noticing a lot of leftover items in the frig that seem to have been there for a while. Sure, you see food staples – ketchup, mustard, salad dressings, pickles, but you also see other items as well: someone's steak, a leftover casserole, and even an anti-itch cream that has to be refrigerated. It's all okay, really, even though the steak seems to have turned from red to dark brown (and has a slight odor), and the prescription expired two years ago. It's not your mess, right?

One day, while holding your nose and attempting to find room for your newly purchased produce, you pick up an old head of lettuce and it's literally disintegrating into a big pile of mushy black goo right before your eyes. Green mold and fuzz is everywhere. You can't move stuff around, you can't find room for your new food items, and you're not even sure you want to put it on the same shelf with that black fuzzy orange. It's definitely time to clean that frig out.

Now, let's talk about your shared folders on company servers. You share those folders with your coworkers. Some people you know well, others you know by name, while others you've never even met. All of your stuff and their stuff, however, is being stored in the same folders.

You see all sorts of items in the folders. Work related items, common files, and even some personal ones like those vacation photos. You even may see some music files; do people really still listen to disco? Some of the files may even belong to someone who left the company years before. It's not YOUR job to clean up your coworkers' files, right?

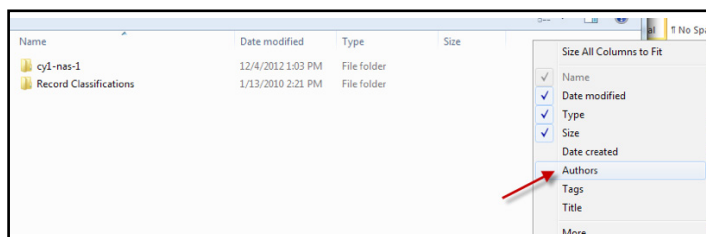
But it is getting bad. There is literally no room left on the company servers for new files to be stored. There are home videos, .jpegs of the company party from 10 years ago, and chain letters; it's turned into a reeking, bloated explosion of bits and bytes, and hardly any of it is relevant.

WE, as a company, MUST clean up our shared files. We are the custodians and the stewards of company assets. We MUST take care of our assets. To ignore the problem will

not make the problem go away. We will end up spending tons of money on new storage and resources just because we don't think about taking care of items for which we are responsible.

Let's be good stewards of the information assets we are using. Here are some simple steps that we can all take to help alleviate the overabundance of non-essential garbage (ROT, or redundant, obsolete and trivial) you may currently have in your shared locations:

1. To find out who owns the files, you can look in the metadata for that file. To do so, go to your shared files, and in the title bar for every folder, right click to select authors.



2. Review to see if any of these files are yours, or someone you know. If you know of them, please contact them or their former supervisor if they are gone.

3. For those files that are yours, check to see if the information is personal or company owned. Personal files should NOT be stored in company hardware. Check to see if the information is a record. If it is, it needs to be moved to a protected area. At your company, that may be a Records Management Application.

The problem with keeping an official record in a shared file folder is that it is not protected. ANYONE can go in and modify, or even delete the record. Your responsibility is to maintain/protect the record until it's time to disposition per the Records Retention Schedule.

1. For those files that are yours, see if the information is still relevant and compliant to your Records Retention Schedule.

In short, we all must do our part to clean up our technical environment and encourage others to, as well. Nobody wants a stinky refrigerator. Keep your servers clean of ROT so that you can find and use the assets for years to come.

Sarah Cynthia Silvia Stout would **not** take the garbage out. **Will you?**

## CANDIDATE COACH

By Howard Loos, CRM, IGP  
ICRM Mentor Coordinator

Hello ICRM candidates,

Are you taking Parts 1-5? If you are planning to take the Parts 1-5 ICRM exams, a study guide has been prepared to assist you in your preparations. The Parts 1-5 Study Guide contains a short list of recommended reading materials and encourages using the outline available on the ICRM website. Please email me at [mentor@icrm.org](mailto:mentor@icrm.org) to obtain a study guide.

Are you taking Part 6? If you are a candidate and ready to take the Part 6 exam, you will want to have a mentor and the latest pack of practice exams. Mentors are available by talking with CRMs from your local ARMA Chapter or by requesting a mentor from the ICRM. To request a Part 6 mentor, please email [mentor@icrm.org](mailto:mentor@icrm.org). When the assignment has been made, you will receive your practice exams by email.

To All Mentors and those who would like to be a Mentor - If you are serving as a Part 6 mentor, please let me know so that CMP credits can be awarded for mentoring activity. Mentors are eligible to receive up to three CMP credits for each candidate during an exam cycle, as long as feedback from submitted exams are provided to the candidate.

For those of you who would like to serve as a mentor, please send an email to [mentor@icrm.org](mailto:mentor@icrm.org) expressing your desire to serve. The following Q/A should help you understand the role of a mentor.

### What is my time commitment and duties as a mentor?

- Most mentors spend a total of two to four hours working with their assigned candidate over a one or two month period of time.
- The main duties of the mentor are first, to answer questions related to the examination process and second, provide feedback on one or two practice exams completed by the candidate. Most communication is done via email.

### What resources are available to help me?

- Practice Exams with answer guides – Each year, the ICRM retires two exams. One or more of these exams are given to candidates who participate in the mentoring program. The grader's instructions are provided to the mentor to assist in the practice exam feedback process. When you are assigned as a mentor, you will be provided with the practice exams.

- Part 6 Study Guide – This study guide is designed to give guidance to both mentors and candidates. You will receive this study guide during your mentor assignment.
- ICRM Exam Preparation Resources are available at <http://www.icrm.org/exam-preparation-resources/>. For Part 6, this webpage includes a link to a Part 6 Sample Business Case (Practice Exam), as well as strategies for passing the exams.

## 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.

## FUNCTIONAL LITERACY FOR RECORDS MANAGERS AND INFORMATION GOVERNANCE

*Susan Fitch Brown, CRM, Ret.*

There was a time back in the days before computers, in the days of paper and filerooms when records and information management (RIM), even information governance (IG), was simpler. Records management was more a matter of making lists and checking them to see what should stay and what should go. Storage was in a fileroom, often in a basement or attic, often damp or airless. The quality of storage was not much of an issue because there wasn't that much to store, though the volume of things started creeping up during and after World War II. Filing was a rule-bound maintenance job. Hopefully there was at least one clerk who was skilled enough to refind things that had been put away. A treasure that person was, someone who literally could not be replaced, though eventually they would be to everyone's detriment.

But now we are living in the age of the Internet and every day we store about as much material as was created from the beginning of time until WWII. RIM and IG\* now requires much more sophistication than needed by the fileroom clerk who checked off lists and found things. Modern IG workers need to have functional literacy about their organization in order to effectively manage the records and information of the organization.

\*I will use the term IG worker to cover all Records and Information management and Information Governance workers from the Chief Information Governance officer to a file clerk or Information Analyst.

### **What is functional literacy?**

Functional literacy means being knowledgeable about the functions, i.e. the work, that people do in your organization. What kind of work do the people in the different parts of your organization do, how do they do it, and then what information do they create and keep, or need to keep and why? How valuable is that information to the work that gets done? What is the perception of the value of the information to a work unit? One unit's trash may be another unit's gold. How can you make adequate decisions about records retention or information policy if you don't know a unit's perception of the value of its own data?

What functions are carried out in the organization? In addition to the everyday functions, hiring, accounting, training, computer technology, and etc. there are also people who work closely with the mission of the organization. Most organizations follow a pretty standard pattern of administrative departments but there are infinite numbers of variations on the theme. If you've had experience at one

organization --- and you go to another you might think that if you've seen one you've seen them all --- but real life is not so neatly packaged. You may be able to predict basic topics, but the way the organization has created itself, the way it organizes its functions can be as varied as the difference between some of the major library classification systems, the Dewey Decimal system and the Library of Congress, for example. Both address the organization of complex material, both do a fairly good job of it in different ways but they are not interchangeable.

Saving information usually entails some measure of risk for you as an IG worker and in a different way for the functional workers to do their work with enough backstory to make sense out of what might happen in the future. Sometimes the past is prologue, having a handle on the past history of a function may serve to help with future problems. In other cases there isn't much past that could be applied to the future. Some people will save things anyway because they have hoarding tendencies. Can you tell the difference between hoarding and protection of history for possible application or reuse? You probably won't ever know this information completely, but if you are functionally literate you will have a better chance of knowing the difference.

### **The context of information**

Records and information make up the content of the organization, the intellectual assets. IG workers should understand the context of that content which includes the way in which the content has been created and used and maintained and how valuable the information may or may not be for the future. It is not enough to have the retention schedule memorized and fully utilized. In order to truly serve the needs of the organization IG workers need to know (a) why the retention schedule is that way it is; (b) the worker's perception of their risks regarding information retention, destruction or loss, along with (c) the legal ramifications of data and information retention, destruction or loss; and (d) have at least a modest handle on when and where new types of information might be created and/or used.

IG workers, similar to librarians, are tasked with knowing the context of the information they manage. Like a librarian, an IG worker's job is not to read and understand the document or information they manage, but to keep the information within the context of the work out of which it was created and will be maintained or discarded. Context is a word meaning the setting, the background out of which information can be fully understood or assessed. Functional literacy helps the IG worker understand the context of information.\*

## FUNCTIONAL LITERACY FOR RECORDS MANAGERS AND INFORMATION GOVERNANCE CONTINUED FROM PAGE 12

\*The definition of context in dictionary.com: “The circumstances that form the setting for an event, statement, or idea, and in terms of which it can be fully understood and assessed.”

### **Not just storage**

The focus of IG should be more on the value of the information itself, both current and future, as the primary motivation. The reduction of storage and storage costs where appropriate should be important but secondary. In the age of the Internet the perception is that everything can be saved. Most IG workers would rather reduce the amount of storage. In most cases a compromise can be reached if IG is willing to listen to discussions of risk by the functional creators and users of the data, and discuss the tradeoffs of data retention. What are they willing to let go of. Once the data is gone are they upset? What can you give them in return in terms of findability of their existing data?

### **Managing Risk**

A big topic in RIM and IG is risk - both the risk of retaining records, documents and data and the risks associated with the loss of same. A major goal of any effective RIM program is to train the users to understand these risks and pay attention to records tasks to prevent the need to address risk. However the users, the functional workers in any organization have another kind of risk in mind, the risk of losing valuable data. But why should they trust you or an IG training program if they don't perceive that the IG workers don't understand their business and the risk of losing something in the short term which may be of great value to the future of their unit or the organization as a whole. Another major goal must be to gain the trust of the rest of the staff in themselves and the program.

### **How NOT to learn the basics**

You can learn a little bit about an organization from an old retention schedule - but not a lot. Times change, products and processes change as well as methods of mailing and transportation, communication change. Some companies have hundreds if not thousands of retention schedules. How are they organized? Are all the retention schedules currently in use? Who knows anything about the supposed records in the retention schedule? In many cases harried clerks simply added a new retention schedule instead of changing an old one. And some are probably no longer in use, so will not be helpful in figuring out the products of the work experience which are the records and information of the organization.

I once worked for an organization that had thousands of

retention schedules many created early in its century plus of organizational history. Many of them were duplicative and outdated. Some were maintained because they had once held one or more records. There was little trust among the organizational units and the lack of trust directly effected any IG program. There had been some attempt to redo the schedules but these efforts had been rejected partly because the staff did not really understand what an overhaul of the retention schedules could do for them. The IG workers had not been able to do much training about the reasons for a better retention schedule, and consequently the pile of retention schedules just got bigger. There was not much to be learned from the pile of schedules. I tried to do some interviews and that was helpful but the trust was lacking and my work was quickly shelved.

In another situation a new records manager tried to develop an entirely new retention schedule for an enterprise by looking at website contents and reading company manuals. Websites and company manuals are good places to start, but as far as looking at context, they are about as helpful as reading a telephone list. Websites and publications are developed as marketing devices, even within a company on a company intranet. Only the most important or the most noteworthy projects are mentioned on the website; smaller projects, perhaps shared with other departments, are left out. Publications are usually also only about key projects. Company manuals and business process documents can be helpful, but again, they may miss some key components or are quickly outdated by the time they are published.

Perhaps you have an old list of types of documents and retention schedules from a similar company. That may be useful but you are better off just using them for reference. Organizations may accomplish similar but no two companies manage their work in the same fashion. Most organizations give new workers a pitch about how unique they are. In some ways they are right and the IG worker does the best job by understanding this. But while all similar organizations may share characteristics and have some identical practices and products, but no two organizations are alike. and each one has workers who have learned the system, and have become at loyal enough to resent someone new implying that they are just like one of their competitors.

Business process analysis documents and charts can give one good information, but they will not make you functionally literate. The charts and write-ups are intended to provide information to Information Technology (IT) professionals about how a process works but not how it functions. They are a little like reading machine diagrams or maps. You can

## FUNCTIONAL LITERACY FOR RECORDS MANAGERS AND INFORMATION GOVERNANCE CONTINUED FROM PAGE 13

get from point A to point B but the narrative is missing. Who are the people doing the processes, how important are the processes, are they still using the processes or have they been altered? The business process can't tell you its value or the value of its work products to the workforce. In most cases it will only tell you how it works. To be functionally literate requires adding the human element back in.

Another favorite method of finding out about documents and retention schedules is to do a survey. Sometimes these are useful as a talking point during an interview, but don't expect much feedback and don't consider a group hostile because they didn't reply. First, you have not yet given them any reason to pay attention to you. Even a company-wide meeting about the survey will not get their attention because it may be perceived as an interruption in their day, and not pertinent to getting their job done. You haven't shown any interest in their work so why should they be interested in yours? The survey email will probably get relegated to the list of tasks one may do someday, if ever. Secondly, surveys are based on the IG workers' knowledge, not on how the functional workers think about their work. Without functional literacy the survey may not address the IG issues in a way that makes sense to the staff.

### Learning the basics

To learn the basics of functional literacy, IG workers need to get out of their office, make appointments with people in other groups in their organization and talk to those people about what they do. For some IG workers this may seem intimidating. Perhaps a number of people in your company have advanced degrees and you don't. Perhaps the lawyers are intimidating because their job is arguing, or the scientists study issues that you perceive as far beyond your resources or education. For whatever reason fortune has placed you in a position to learn about things you might not have discovered otherwise. Here's where a little self-confidence helps. You might say, "I don't have experience in their area of expertise". Well, why not? The Internet is full of information and free introductory courses in nearly everything. There's Coursera, Udacity, and the Khan Academy just to name a few.

To be functionally literate does not mean that you have to become an expert. Don't try. You do need to know enough to begin to ask very elementary questions. Most people enjoy talking with those who at least evidence an interest in their area. Learn something about their subject matter before you start asking questions. Most people will want to teach you the basics. They will not want to know how much you know about their subject: they are the experts. They

will want you to at least show an interest. Remember you are being paid as a knowledge worker and it is part of your job to become knowledgeable about the organization. You don't need a PhD to learn, and time spent learning about the work people do is part of your work. Taking courses on interviewing skills and on working with difficult people might be of help also.

### Conducting an interview

Make sure to do your homework first. Do look at old retention schedules, websites, policy, Enterprise Architecture diagrams, company manuals and publications. Read whatever you can, look at company history, business process and organizational charts. You might use any of that material during your interview but it helps to give you a background. Your study shows at least a passing interest in them and what they do. You may have great things to tell them about their records and information but why should they be interested in your business if you aren't interested in theirs?

When you go to an interview, don't start by asking what records and information they keep, because they won't remember all of them, and in many cases may be put off. Instead, ask what they do, with whom and where, how, why, and take notes and/or tape the interview. People like to talk about themselves in most cases, and will like even better to talk about their work and how they do it. You can gradually refocus the conversation on what information and/or documents are produced as a product of their work. Next ask how important it is to keep that information and for how long, any legal ramifications around data retention, and what would be the risk to them if the data/record/information was lost. IG workers need to know the functional workers' perceptions of the risk of losing their data, not just the legal risks involved in keeping or destroying stored information. The risk to your interviewee is of prime importance, because that is the handle on which you can build trust in the IG process. It is as important to know the risk to the worker as it is to have an understanding of Sarbanes-Oxley for private organizations and NARA regulations for US federal records. The interviewee's perception of risk may be very different than what is seen in the present retention schedule. Why is there a difference? Consider this interview the beginning of what is part of a continuing conversation. As the conversation progresses over time one can work to clarify a better retention, find a better way to re-classify the documents or create more robust information policies.

Occasionally you will run in to someone who is hostile, changes the interview date several times and then answers

## FUNCTIONAL LITERACY FOR RECORDS MANAGERS AND INFORMATION GOVERNANCE CONTINUED FROM PAGE 14

questions in monosyllables if at all. You might try to interview them again later, perhaps they had just had a fight with a spouse or been bitten by a dog. Or if that fails try someone else in the group, or put that whole group back on the to-do list and wait till you feel people in the organization are beginning to recognize that you are there to help them.

I once worked in a lab where the retention schedule on scientists' logs of experiments was seven years. The scientists would save their original - take it home most likely - and make a copy to give to the former records manager who had traditionally enforced the seven year retention. In conversation I discovered that many of the findings from the experiments were used as reference in later experiments, requiring a long chain of former experiments that needed saving. I finally suggested that they be linked for retention. In other words the older experiment log used as a reference in a newer experiment would have its retention changed to the retention schedule for the latest experiment using it as reference. After that suggestion the scientists began to open up and talk with me about their issues.

### **After the Interview**

Next write up what you heard using your notes or tape. Write it up in your own words and ask your interviewee to review your write-up. Tell them you aren't trying to win a writing prize, just to make sure that what you heard is what they meant to say. Revise and resend until you get some agreement or you decide that you understand the process. Keep these interview notes or tapes as a record of changed perceptions. The interview write-ups should be reviewed every once in a while, depending on the organization's rate of change. Definitely revisit the documents after any reorganization or at least every six months or so. Keep your original notes as well.

After the interview go back to the other information,;business process charts, websites, retention schedules, and compare the information from the interview with the other information. Have you learned anything new? Do you think that the interviewee has a better understanding of IG as a result of your interview? Is there anything from a combination of the interview results and other materials that will help you prepare more directed training materials or cause you to in any way re-evaluate the retention schedules and policies? You now have some functional literacy about how the people you interviewed work. You have also made a contact, someone who probably will remember your name, and may become more interested in your work because you showed interest in them.

### **To sum up**

In the old days IG tasks were centered on files, storage and disposal issues. That is no longer sufficient. Issues of security, privacy, the threat of data breaches and the challenge of e-discovery make the field much more complicated. In the old days knowing where the files were stored and how to navigate the retention schedules was enough. With the Internet, one needs to know more information about the organization than the old fileroom clerks needed to know. One needs to gain functional literacy about the organization and its constituent departments in order to understand the real needs of the organization. The organization will better understand the need for good IG practices if you have shown an interest in the organization's work, and you will have more to talk about with staff as you will begin to understand their work and goals. Knowing more will make the work more interesting, and knowing more people means that the faces in the hallways will begin to be faces you know.

Functional literacy means being knowledgeable about how the organization works, enough so that the staff begin to listen to you because you have listened to them.

Susan Fitch Brown, CRM, MLS, worked in Information Management for over 30 years both in Information Technology and Records Management, in the private sector as well as in federal and international agencies. She served as a team lead on the team that wrote the ARMA pamphlet, "Controlled Language for Records and Information Managers" and also worked on another ARMA pamphlet, "Metadata: A Basic Tutorial for Records Managers". She retired in 2015 but maintains an active interest in IG issues.

## A BRIEF HISTORY OF THE MARKETING COMMITTEE

Katie Voldal, MPS, CRM, IGP, ermm  
ICRM Marketing Committee Chair

In early 2015, a call went out for volunteers to form an ICRM Marketing Committee. Several volunteers (Jean Ciura, Glenn Gercken, Tyler Selle, Katie Voldal and Brett Wise) formed the group and began meeting with Brice Sample roughly every other week.

We initially reviewed the organization's strategic plan and, with that in mind, began drafting a marketing strategy and long-term roadmap for the Committee. Those recommendations were turned over to the ICRM Board in mid-2016.

We also:

- created a SWOT analysis;
- created a marketing strategy (to include identifying other professional organizations where we could potentially advertise);
- created and posted, with assistance from the ICRM Analytics Committee, surveys (including the processing of survey responses) for our ICRM members and candidates - the surveys addressed items of importance to the ICRM;
- built on the work done by others and benchmarked the CRM with other professional certifications;
- helped draft standard one-page, half- page and quarter-page advertisements;
- assisted with creative ideas for the ICRM 40th Anniversary Reception; and
- assisted with the roll out of the CRA designation, especially as it affected marketing materials and the ICRM website.

In the beginning of 2016, I took over as Chair of the Committee. Much of the early part of 2016 was spent analyzing the results of the member/candidate surveys. Feedback from the membership surveys (348 respondents) suggested that there is a lack of brand awareness regarding the ICRM, the logo needs a "redesign" and the website is outdated. Additionally, feedback from survey respondents suggested that the ICRM should market to individuals who make hiring decisions, not just other records managers.

The website unveiled at the 2016 ARMA Conference still needs work, but it has come a long way from where it was!

The applicant survey (158 respondents) suggested that the CRM exam is too difficult. This sentiment was countered by the membership survey feedback that suggested the ICRM keep the CRM exam at its current difficulty level so that its meaning in the marketplace is maximized. Additionally, the ICRM candidates provided feedback that they were disappointed in the study materials and availability of study groups. Another interesting result of the surveys was that many members closely relate the ICRM to ARMA and AIIM. The committee was mindful in its planning strategy that the ICRM is not as large of an organization as ARMA or AIIM, who have many paid professional staff, so the ICRM must work within its available resources (mostly volunteer) to accomplish its many objectives.

ICRM members and applicants both felt that the ICRM Study materials promoted on the ARMA website were outdated. These study materials have recently been update, please visit Certified Records Manager (CRM) Exam Study Pack and Certified Records Analyst (CRA) Exam Study Pack to see the changes.

Much of the Committee's focus for the remainder of 2016 was assisting with the changes to the new ICRM web site and the marketing of the CRA designation.

2017 brought new opportunities with the combining of the Professional Development and Marketing Committees. The Professional Development (PD) Committee members are Tod Chernikoff, Mary Lavedure, Sheila Taylor, Kiersten Ward and Colleen Westerlund. Together, our committees have revised the "Prep Product" that is used to deliver CRM Prep info at conferences and other events.

As the Chairman of the Strategic Alliance Committee, Rae Lynn Haliday has been working diligently to streamline and perfect the process we use for managing our partner events and has worked closely with us to organize these events with minimal difficulties. The number of events early in the year had all members of the newly combined committee working diligently to update the "Prep Product," including updated sample test questions from the Exam Development Committee. The number of events early in the year had all members of newly combined committee working diligently to update the "Prep Product," including updated sample test questions from the Exam Development Committee.

So far this year, we have had successful partner events at MER (May 7), PRISM (May 11), ARMA Houston (May 17), ARMA Canada (May 28), NAGARA (July 12) and NIRMA (August 5).

Brett Wise volunteered to be the Committee's Website Liaison (working with Bruce White), and Mary Lavedure volunteered to be our Social Media expert (working with CapHill). Kiersten Ward continues to lead the efforts on the Prep Product. A replacement Website Liaison is needed as Brett must step away from those responsibilities.

Another exciting announcement from the ICRM, that the Committee helped to publicize, was the new partnership with the San Jose School of Information which complements the ICRM's partnership with Louisiana State University's School of Library & Information Science. Additional partnerships such as these may very well be in our future!

The Committee's primary focus for the rest of 2017 is updating the ICRM's logo, as well as helping address the resulting design-based impact on the ICRM website and other marketing materials. A key goal of the Committee in 2018 is to establish advertising relationships with similar professional associations (e.g., Academy of Certified Archivists, International Association of Privacy Professionals, Society of American Archivists) as mentioned in our member survey.

As the Committee moves forward with these initiatives, please feel free to reach out to me with suggestions or concerns.



## New CRMs

from the May  
Testing Cycle

**Christopher Austin**  
Minneapolis, MN

**Vickie Carter**  
Kingsport, TN

**Greg Cornwell**  
Philadelphia, PA

**Emilie Costan**  
Sacramento, CA

**Andrea Heimbrock**  
Arlington, VA

**Kyle Hjelmstad**  
Rosemount, MN

**Mary Anne Huckman**  
Austin, TX

**Lauren Huston**  
Calgary, AB

**Leroy (Lee) Jack III**  
Newnan, GA

**Natasha Krentz**  
Plymouth, MN

**Jeff Lewis**  
Frederick, MD

**Nicole Madigan**  
Pemberton, BC

**Valerie Raiche**  
Mahtowa, MN

**Jia Zhu**  
Edmonton, AB

## New CRAs

as of August 1, 2017

**Jeffery Chalut**  
Orange Park, FL

**Teri Crawford**  
Toledo, OH

**Janet French**  
Boise, ID

**Donna Hays**  
Indianapolis, IN

**Deborah Hoffman**  
Mentor, OH

**Tracy Jones**  
Houston, TX

**Dhirendra Khanduri**  
Calgary, AB

**Diana Kizer**  
Watauga, TX

**Cynthia Klob**  
Carbondale, CO

**Bryan LeFils**  
Winter Garden, FL

**Chandrasekhar Molleti**  
Beaumont, CA

**Godfrey Percival**  
Roselle, NJ

**Nancy Scibelli Bouthilet**  
Dallas, TX

**Michelle Snyder**  
Batavia, OH

**Emily, Speight**  
Red Deer, AB

**Michele Trader**  
Newport News, VA



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