

Patricia Burns, CRM



Candidate Responses to Questions:

- 1. What type of organizations have you partnered with in your current or previous jobs or association leadership roles in order to advance the mission of these organizations?**

I have served at all levels of leadership in ARMA International – chapter (as president, president elect, secretary, board of directors), region (Region Coordinator and Region Director) and Board of Directors (2012-2015) at ARMA International. I am presently serving on the Board Directors at the local ARMA Chapter. (volunteer)

I also serve as Recording Secretary for the newly formed New Maryland Heritage Association with responsibilities of establishing governance documents such as developing Bylaws and membership documents and associated databases for the management of membership. I am also on the team that is developing planning documents and a mission statement and objectives. (volunteer)

- 2. What is your leadership background in terms of managing organizational growth and related challenges and opportunities?**

When I stepped into the role of Region Manager, the Region had considerable debt, morale was low, chapters and members had little confidence in the region management, and no set roles and responsibilities of Region Team were in place. The first goal was to get the Region out of debt, establish roles and responsibilities, and appoint qualified members (all volunteers) to provide financial accountability, conference management, and member services. Any strategic planning was focused on a revitalization of the Region with a plan to focus on the growth and health of the Region with the new Region Team. At the end of my appointment, all were in place and the Region was financially healthy with finances in place to cover three years (covering conference contracts) as well as providing annual grants to 14 Chapters for leadership at both the Region and International Conferences.

I also pressed for project management for initiatives at the International Board level along with making difficult decisions relating to resources and staffing.

- 3. What experience do you have in building high-functioning work teams and stakeholder relationships at your workplace and/or with association boards?**

As Region Manager, I appointed conference, education, marketing, treasurer directors based on qualifications and experience. All appointed were made aware of the responsibilities and I held them accountable and was always involved at a high level to ensure responsibilities were upheld and working well. I am also a proponent of “project management” and all its attributes. I used this for both my volunteer teams and on my work projects.

4. Board management requires a thorough understanding of the culture, trends and events related to our industry:

a. What successful strategies have you developed and implemented through your work or association leadership roles?

Though “formally” retired as a public servant, serving 42 years, I do part time consulting/contract work. I keep up with industry standards, am active in the local chapter of ARMA, and facilitate a basic records and information management course.

As a “finale” to my public service career, I developed (along with a team of developers and business applications staff) an integrated information management system for the Province of New Brunswick’s property tax system that increased efficiency by more than 30%. This project involved all aspects of management and leadership – change management, business unit involvement and ownership, new technology and software, financial planning and acquisition.

b. What would you do differently for the ICRM?

In my experience, the importance of the CRM and the CRA designation is not marketed enough at the Chapter level. I would like to pursue this issue. Not having a lot of insight on how the ICRM works, I would need to immerse into the organization and understand the “culture” in order to determine if anything “different” needs to be done.