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Thinking Outside of the Bankers Box

CAREER ADVANCEMENT IN INFORMATION GOVERNANCE AND RECORDS & INFORMATION MANAGEMENT

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Introduction

- Introductions

- Evolving Role of the RIM/IG Professional

  - Drivers of Change

  - Current RIM/IG Environment, Legal Perspective

- Obstacles to Advancement

- Building Your Professional Toolbox

  - Certification

  - Skills Acquisition

Audience Survey

- Exited law school into a recession, without a clear sense of my preferred practice area

- Accepted an in-house position for a large, religious not-for profit with a strong tradition of recordkeeping

  - Served on technology acquisition committee and chaired policy development committee

  - Developed internal litigation hold and e-discovery protocol

- Joined e-discovery and information governance practice group at a large law firm

- Joined the information governance practice of an even larger law firm

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Evolving Role of the RIM/IG Practitioner

A Brief (and Highly Selective) History of Modern RIM

Big Bang, Cuneiform, Library at Alexandria, illuminated manuscripts, Gutenberg…

- **1930s** - Creation of the National Archives as a means to help identify and preserve important federal records

- **1940s** - Records Disposal Act signed in 1943 and amended in 1945 to set forth a schedule for the authorized and systematic disposal of government records

- **1950s** – Expansion in volume of records created/maintained by corporations and records managers make it onto the corporate org. chart

- **1960s** - Technology becomes a driver of records creation with the advent of Xerox copiers and other forms of mass-produced paper documents

# A Brief (and Highly Selective) History of Modern RM

- **1970s & Early 1980s** - .Computers and word processors allow for easier data creation. Record volumes continue to expand.

- **Mid-80s** – Offsite storage increases as companies struggle to manage increased record storage demands.

- **1990s** – Growing adoption of the Internet and email as business tools and a spike in data volumes

- **21st Century** - New technology and exploding data volumes, but also scandals, increasing regulatory scrutiny and compliance burdens and the rise of information governance.
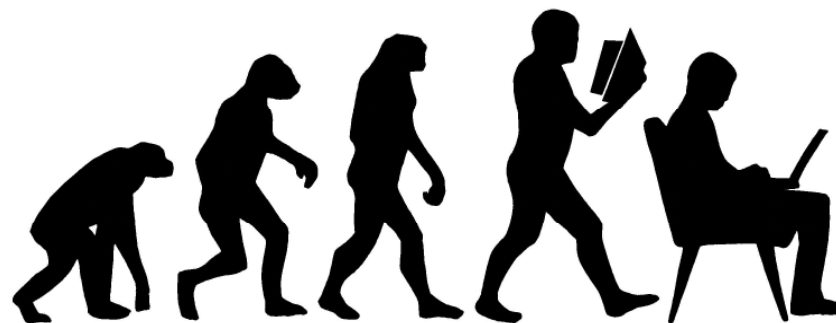
"Out of the file room and into the fire…"

- The Digital Revolution
  - Altered the path of information management before many knew how to strategically address it
  - Re-interpreting traditional concepts for a moving target
- Rapidly Evolving Legal/Regulatory Landscape
  - Development of privacy law and growing regulatory scrutiny
  - Burden of conducting discovery in a digital environment
- The Demands of Global Business
  - Outsourcing services
  - Cross-border e-discovery

RIM/IG Trends: A Legal Perspective

- Maturity of RIM programs varies tremendously by organization/industry

    - RM and Legal most commonly responsible for RIM Initiatives and compliance

- More elaborate internal data privacy and or information security frameworks but not necessarily united under IG

- Still a disconnect between RIM and other key decision makers

- Growing awareness of/focus on global RIM compliance/ litigation preparedness
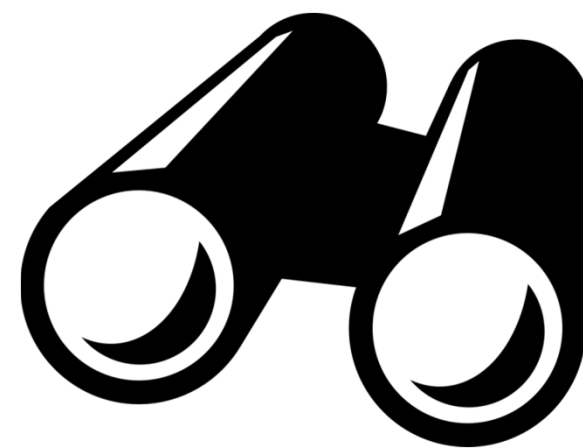
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Obstacles to Advancement

Obstacles to Advancement

- Internal and external::
  - Sparsity of clear career paths
  - Lack of understanding/visibility (i.e., What do you do again?)
  - Pigeonholing (i.e., She sends boxes to offsite storage.)
  - Influence shortfall (i.e., No seat at the table)

Building Your Professional Toolbox

So, where do we go from here?

- Pursue education/experience and acquire skills that:

  - Raise our awareness of existing and emerging opportunities in our firms/industry;

  - Help us articulate how we add value and achieve visibility within our organizations and the industry as a whole;

  - Enable us to grow, develop and expand our scope of responsibility; and

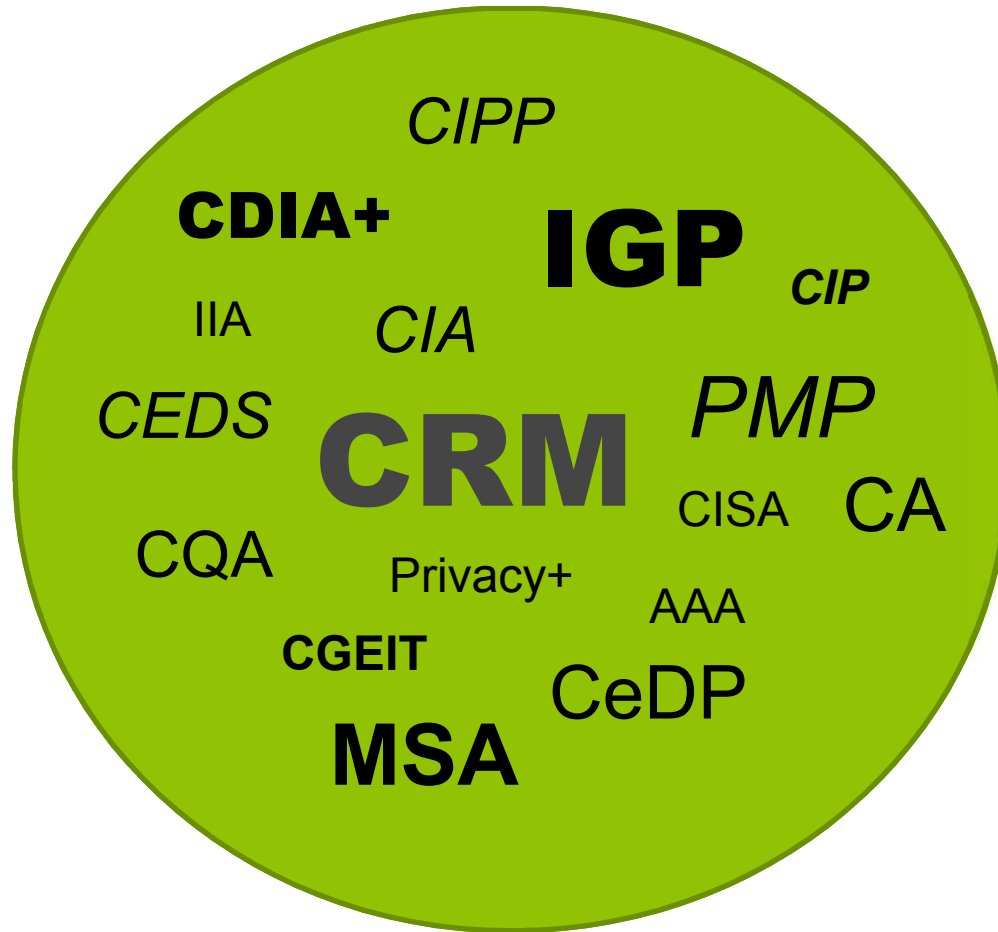 - Allow us to demonstrate leadership and participate at a strategic level.
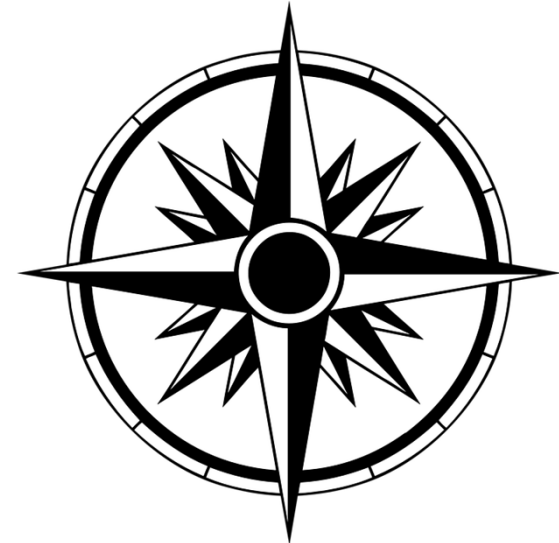
4 Certification

Certification: A Path to Credibility

- Certificates vs. Certification

  - <u>Certificate</u>:

    - A learning event directed toward specific learning outcomes/objectives

    - Focused on a topic or group of topics.

    - Suggests completion/finality.

    - Does not have maintenance requirements (e.g., ARMA's "Essentials of RIM")

  - <u>Certification</u>:

    - Assesses current knowledge and understanding.

    - Has eligibility standards and ongoing requirements

    - When an exam is passed, a designation is issued (e.g., ICRM's CRM designation)

Certification: A Path to Credibility?

- RIM/IG space boasts dizzying array of certificates and certifications
  - Range of offerings speaks to the diversity of the industry.
  - Difficult to choose which to pursue
- What is value of certification?
  - Demonstrates specialized knowledge, commitment to industry
  - Jack of all trades, master of none
  - Certification vs. experience
  - Just one element in the total picture of a professional's competency

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Skills Acquisition

Skills & Experience: Project Management

- **Project management:** The application of knowledge, skills, tools, and techniques to project activities to meet the project requirements.

- The challenge: achieve all project goals within the given constraints (scope, timeline, budget, etc.)

- PMP Certification:
  - Covers initiating, planning, executing, monitoring, and closing the project.
  - PMI surveys indicate the certification leads to higher salaries and increased marketability.

- PM in a RIM/IG context
  - RIM – managing for consistency and change
  - Strategic nature of IG:

Skills & Experience: Educate Yourself

- Can be formal or informal

- Understand the intersection between RIM/IG and critical/emerging issues in law, technology and business:

  - Big data /analytics

  - Privacy

  - Data protection/cyber security

  - Cloud solutions and outsourced IT

  - Impact of IoT, mobile solutions and wearables

  - Content Discovery/Trends in e-discovery

- Operational, technological and regulatory changes have heightened the importance of/awareness around global compliance

- Seek out:

  - Opportunities to participate in RIM projects with international component

  - Opportunities to liaise with foreign counterparts

- Inform yourself about

  - The RIM landscape in key foreign jurisdictions

  - The intersection of RIM and data privacy

  - Cross-border discovery

- Advocacy requires:
  - Identifying allies
  - Articulating key themes
  - Customizing the message to the audience and the situation.
  - PASSION!
- Can be internal or external
  - Formal vs. informal
  - Variety of Channels

Internal Partnerships

- Key: Identifying people, departments and initiatives aligned with the goals of the RIM/IM program

  - Informal Networks

    - Approach dovetails with more formal cooperative ventures

  - Formal Partnerships

    - Understand organizational structure and key internal processes (e.g., policy development process, technology acquisition process, budget process)

    - Lend support/participate in existing initiatives/programs

    - Counsel, the chief information officer, IT, accounting, audit and others are all potential allies

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External Partnerships

- Professional Organizations

- Vendor Relationships

- Personal Professional Networks

- Social Media

6 Conclusion

Your Speaker

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- Focuses her practice on information governance, particularly litigation preparedness, records and information management (RIM), privacy and e-discovery.

- Began her career as in-house counsel for a large not-for-profit, supervising policy development and designing/ implementing litigation hold and e-discovery protocols

- Prior to joining DLA Piper, she was a member of the eDiscovery and information governance practice group of a Chicago-based, global law firm.

- Self-professed records/data nerd with inexplicable enthusiasm for information management.

Thank you!

(Go forth and manage information.)