Thinking Outside of the Bankers Box

CAREER ADVANCEMENT IN INFORMATION GOVERNANCE AND RECORDS & INFORMATION MANAGEMENT

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Introduction
Presentation Overview

- 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
Introductions: You

Audience Survey
Introductions: Me

- 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
Evolving Role of the RIM/IG Practitioner
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.
Drivers of Change

“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
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
3 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)
Discussion I – Obstacles to Advancement
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.
Certification
Certification: “Alphabet Soup”


Certification: A Path to Credibility

- Certificates vs. Certification
  - **Certificate:**
    - 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”)
  - **Certification:**
    - 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
Discussion II - Certification
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
Skills & Experience: Advocacy

- 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
Skills & Experience: Strategic Partnerships

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
Skills & Experience: Strategic Partnerships (cont.)

External Partnerships

- Professional Organizations
- Vendor Relationships
- Personal Professional Networks
- Social Media
Conclusion
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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.)