r. Mark Langemo, CRM, FAI is continuing education seminars. He is a Certified Records Manager (CRM) who has earned ARMA International’s coveted Award of Merit for "distinguished contributions to the profession of records and information management." Dr Langemo was inducted into ARMA International’s prestigious Company of Fellows in 1991. In 1993, Mark Langemo was given the prestigious Emmett Leahy Ward by the Institute of Certified Records Managers. The Leahy Award is the highest award internationally in the profession of records and information management.

Agenda
8:30-8:30 Registration, Continental Breakfast
8:30—10:15 An Introduction to Records Management and Winning Strategies for Strengthening Existing Programs on Developing New Programs
10:15—10:30 Refreshment Break
10:30 - Noon Development and Implementing Legally-Valid Records Retention Programs for Paper and Electronic Records and Records on All Media
Noon—1:00 Lunch
2:30 - 2:45 Refreshment Break
2:45 – 4:30 An Introduction to Imaging and Applications in Records Management

(see registration information on Page 13)
Earning While Learning

President’s Message
By Susan Roberts

The ARMA full-day seminar, Thursday, April 21st, will help to reinforce the things we know about and use on a daily basis. We will be able to learn the “tricks of the trade” as well as find out information that is new and we information we should know about.

Dr. Langemo is a prolific author and world-renowned speaker...it will be a day of information and discovery for many of us that attend. Do recent world-events affect you and your company? How? What are the records retention resources that we have available to us? Electronic records - how and why?? And what are the applications we can use in our daily jobs to make our work lives more efficient.

These are just a few of the that we will be learning about comes to speak seminar. tabbing in your new up-coming this same mally be dou because of the chapter, we the fees keep. The seminar will include a continental breakfast, a wonderful Italian lunch buffet as well as a morning and afternoon breaks.

Bring your notebooks and tablets as this will be your great opportunity to find out and renew your knowledge about records management. Learn about imaging and on so many levels - feel like you are taking a college-level class taught by Dr. Langemo.

I hope to see you at the San Diego Chapter’s 2005 Full Day Seminar – it WILL be a great day of learning.

MEMBERSHIP

Membership Corner
By Linda Maczko

Welcome From the Membership Corner – “ENERGIZE – Plug Into the Source!”

As of March 1, Energize campaign participants have recruited 405 new members – that’s 81 percent of ARMA’s overall goal!

In July, San Diego ARMA started with 81 members. As of today we have 88 members. As some members leave us to go to other jobs, other places, or other directions, we are fortunate to gain members either those who already belong to ARMA International but not our local chapter, replacements for those members who have left, and new members. I would like to take the opportunity to welcome and recognize these individuals.

Thanks to those ARMA members who have chosen to join our local chapter:

Cheryl A. Young, CDIA - Continental DataGraphics
Tayna Bjork - City of Carlsbad
Rizalito V. Ruiz - Manpower
Shelley L. Collins - City of Poway

Over the past 2004-05 year our membership has grown with the following new representatives and new members:

JUNE

Jan E. Uhlman - Heller Ehman

AUGUST

Eric Solberg - IntegriDoc
Lynnette Tyler - SDCRAA

SEPTEMBER

Candice Glaspie - San Diego County Regional Airport Authority
Donna F. Lore - San Diego County Water Authority
Edmund Vea, Jr. - Sempra Financial
Janet Vohariwatt - IChanneX Corporation
Evelia Y. Arellano - Imperial Irrigation District
Marla D'Aquila - Best Best and Krieger

JANUARY

Francine Limon - American Solutions for Business
Bruce L. White, CRM, PMP - Sempra Global
Professional Certification: Does It Matter?

In today’s rapidly changing and increasingly competitive work place, distinguishing yourself from the competition can be challenging, to say the least. How can you illustrate your professionalism, your advanced level of skill, experience, and understanding in a way that sets you apart from the hundreds of other candidates for a position? One way is through professional certification.

Professional certification has been a topic of some-times spirited discussion within the records management community over the past few years. Some records managers believe certification adds value to an individual’s professional credibility but is not absolutely necessary for delivering quality records management services. Others feel strongly that without a basic level of testing and consequent certification, it is difficult to independently establish a person’s professional expertise.

For the records management profession, due in part to a dearth of formal university-level educational programs covering records management subjects, certification has tangible benefits insofar as it objectively establishes a base level of knowledge about the profession. For these reasons, there is a continuing interest in establishing professional competency through credentials.

Some credentials may improve personal income. Some may enhance professional influence, credibility and effectiveness in organizations. The ability to realize records management program goals in organizations is often related to the respect and level of influence that records managers have. Professional credentials—derived from educational attainment, work experiences, and certification—may facilitate respect, power, and authority within any professional realm, including records management.

So what is a “professional” records manager, and how can an individual confidently prove that he or she is one? Would evidence of educational attainment, on-the-job professional experience, competency certification through testing, support of professional organizations, contributions to the professional literature, or all of these activities, and more, be expected?

Determining whether you need to be certified requires addressing a variety of complex concerns, including understanding the role of certification in internal and external work and what it adds professionally to an individual as well as how it is perceived in the workplace. An understanding of these issues helps discern what alternative courses of certification may exist and what types of certification are most relevant for any particular course of professional endeavor. The same issues and concerns need to be considered when examining professional certification options for records managers.

Certification = Professional Identity?

Many records managers believe that gaining certification demonstrates professional competency. Currently, there are about 900 certified records managers worldwide. Perhaps this number would be larger if education and training were more marketplace pressure for records management certification.

Practicing medicine or law—at least in the United States—requires completing specific graduate-education programs and passing state-mandated exams. Of course, the educational background to be come a lawyer or a physician vastly exceeds that required to deliver records management services to an organization. This is probably due to the fact that the results of poor legal or medical advice during the practice of law or medicine could be catastrophic for the client, whereas poor advice from a records management professional might be less likely to create immediate or long-lasting injury for an organization. In addition, the legal and medical professions have existed for centuries, whereas the records management profession as it is known today, especially in the United States, only began in the 1940s.

With the increasing reliance on electronic records as information assets, the growing volume of litigation and regulatory issues, the Sarbanes-Oxley Act of 2002, and the advent of recent compliance and regulatory-focused legislation (e.g., the Sarbanes-Oxley Act of 2002), organizations are beginning to see records management as a new. This newly established and increasing interest in records management programs and technologies may be one of the best opportunities for a certification program to build upon when developing content for best-practice education.
Professional Certification: Does It Matter?

(Continued from page 3)

The recognized professional certification for records managers is the Certified Records Manager (CRM) designation. The CRM designation is awarded to individuals who pass an examination designed to test knowledge and proficiency in records management subject areas. The CRM exam consists of six parts:

• Part 1 - Management Principles and the Records and Information Management Program
• Part 2 - Records Creation and Use
• Part 3 - Records Systems, Storage and Retrieval
• Part 4 - Records Appraisal, Retention, Protection and Disposition
• Part 5 - Facilities, Supplies, and Technology
• Part 6 - Case Studies

The goal of certification of records managers is to establish a professional standard of expected knowledge that balances formal education attainment, examination performance, job experience, and a need for long-term continuing education. To ensure that CRMs maintain and develop their professional knowledge, they must attain 100 hours of continuing-education every five years to retain their CRM status. This process is considered vital for the credibility of the CRM designation because of the constantly changing professional challenges that records managers face.

Besides the CRM, other certifications or educational requirements exist in fields related to records management. For example, to work as a professional librarian, even at the entry level, one must typically have completed the educational requirements for a graduate-level master’s of science or art degree form a university program accredited by the Committee on Accreditation of the American Library Association. (Here it is the program, not the graduate, that is being “certified.”) The Academy of Certified Archivists (ACA) promotes fundamental standards of professional archival practice. Based on an examination, the ACA awards the CA designation and has a working relationship with the Society of American Archivists, though it remains an independent certification organization.

Additional information industry-related certifications have a more technical focus than the CRM or CA. These certifications include the certified document imaging architect (CDIA+) designation, which tests individuals’ technical understanding of document imaging technologies and related implementation issues. Offered by the Computing Technology Industry Association (CompTIA), this technical certification is seen as evidence of specific technical knowledge and intellectual skills.

(Continued on page 5)
Of course, each information management-related professional area – and individuals seeking certification – will have somewhat different priorities regarding certification. Some certification bodies stress a formal educational background to establish knowledge comprehension; some focus on professional and societal responsibilities; and other require hands-on, demonstrable technical skills. Still other certification organizations emphasize understanding of a highly specialized knowledge base and how such knowledge may maximize professional high-quality contributions in the workplace.

### Who Benefits?

Is the goal of certification to assist individuals, organizations, or professions? There is no single answer to this seemingly simple question. Some individuals want a credential that signals to their management that they are improving professionally. Others see the accomplishment of certification as a demonstration of adherence to ethical responsibilities and the importance of long-term professional goals and social roles.

Organizations may encourage employees to seek CRM certification or to attend continuing-education courses when they have experienced a need for improving the quality of their records management activities and programs. This is especially true if an organization experiences poor performance appraisals during an audit or when ongoing litigation draws unfavorable attention to the quality of an organization’s records management program. In addition, some records management consulting firms enhance their marketing efforts by stressing the certification of their employees. Among some organizations, the CRM designation is becoming a differentiator when candidates for a position have otherwise similar credentials. For government positions, for example, professional certification often is a requirement.

As organizations become more technology-driven and as implementation of electronic records management practices becomes the norm, they will seek well-qualified individuals to lead efforts to develop truly comprehensive records management programs. This means that these organizations may also take an interest in the value that certification brings to their employees, their business, and their customers. As this interest in certification arises, they may ask several questions of certified individuals or the certifying body, including:

- What varieties of certification are available?
- What knowledge base does the certification award actually “certify”?
- Can individuals be certified at different levels of basic skills?
- Are different types of additional certification available?
- What is the difference between (a) professional certification, (b) receiving a certificate of completion for attention educational seminars, and (c) credit-bearing academic courses?

### Professional Certification: Does It Matter?

#### The CRM/NS Certification

In addition to the Certified Records Manager (CRM) designation, there is a CRM/NS (Nuclear Specialist) certification. This additional specialist designation is available to a CRM who wants to be tested and certified as a Nuclear Information and Records Specialist. It came about through a formal agreement between the Nuclear Information and Records Management Association (NIRMA) and the Institute of Certified Records Managers to perform appropriate testing for certification.

Individuals cannot be a CRM/NS however, without first attaining the CRM designation. In addition, the knowledge base required to pursue the CRM/NS designation would be almost valueless for general records managers not actively engaged in nuclear environments. This model represents a knowledge specialization rather than attainment of a higher level of achievement of overall professional competency.

This certification differentiation model could prompt future consideration of additional specialist certifications for records managers, such as a CRM/E (Electronic Records Specialist) or CRM/L (Legal Records Specialist), should additional specializations become desirable and have market value.

For more information, visit NIRMA’s web site, www.nirma.org.

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Professional Certification: Does It Matter?

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Off the Record April 2005
Does employment of certified individuals accrue or imply any sense of “certification” to the employing organization? The quantifiable personal value of any particular credential for specific individuals may depend largely on their assessment of the certification’s relationship to immediate job responsibilities. Those practicing in an archival science or a related job may benefit from gaining CA certification. If practicing in a document imaging technology-dominated area, they may benefit from CDIA+ certification. Each individual will need to make becoming certified a personal decision, taking into consideration their immediate job needs and long-range professional goals.

The Future of Certification

There is little question that the growing reliance of many organizations on managing records in electronic formats will increase management’s expectation that records managers must be exceptionally competent in both computer science and knowledge of computer technologies. Records managers, then, must be competent in information and computing technologies if they are to participate in systems design and management. In addition, it will be increasingly impractical to inventory, accession, describe, index, and apply retention concepts to electronic records residing in electronic technologies and systems.

Ultimately, individuals must consider their personal goals for professional development and determine the best educational and certification processes to achieve those goals.

References


San Diego ARMA Board Meetings

May 18

Electronic Records Management on a Shoestring: Three Case Studies

Effective communication is vital and inexpensive. Records managers must always consult the business users when developing the metadata. Even though most of the metadata collection will be transparent, the users must be comfortable and familiar with the terms used for gaining access to the records. Soliciting users groups among system end users ensures that necessary changes can be made and engenders cooperation with the implementation. Records managers should use the ideas that have merit and explain why other suggestions cannot or will not be incorporated. Those invested in a system will be more likely to use it when it is implemented.

Records managers have incentive to work with IT and the business unit to modify or build record-keeping capability into current and new systems. They need to cooperate to identify the certification criteria for their organization’s ERM systems. Doing so will save time, money, and stress during the conversion to a certified ERM system because many of the necessary features will be in place both culturally and technically.
immprovement and achieve greater profitability.” At Nextel Communications Inc., this project, which used open-source software to develop and implement an ERM solution, also helped ensure that the compliance process “began as an administrative task but has evolved into a basis for achieving competitive advantage.”

THE UPSHOT

Companies will spend more than $6 billion on Sarbanes-Oxley compliance this year alone

Many companies say the cost of compliance so far exceeds its value, but other say they’ve learned important lessons about automating controls and improving processes

For those companies, benefits include increased security, more standardization in policy and procedure, improved use of enterprise software, and even competitive advantages.

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Electronic Records Management on a Shoestring: 3 Case Studies

Case Study 1: Digitizing Bank Examiner Work Papers

The records manager in a federal banking agency was facing the challenge of converting a manual records system to an ERM system. She sought a business unit that was already doing business electronically. The bank examination staff was using a software package, developed in conjunction with several other federal bank regulators, to create and store examination work papers. The creation and preservation of complete, accurate, and trustworthy bank examiner work papers are paramount because bank ratings depend on examination results. The records manager formed an IT staff to develop a small set of computer code so that when a set of examiner work papers was saved by a bank examiner, a copy would be automatically sent to a folder controlled by the records manager. It added appropriate codes to ensure that only the records manager had access to the folder.

The records manager did not consider the new procedure a bona fide ERM system. However, the project achieved several goals. The records manager gained control of an important set of electronic records. She established a working relationship with IT and the business unit. The bank examiners were able to send electronic records to the records manager through a seamless process. They used the metadata developed for the records in this project as the foundation for agency-wide metadata standards. The project cost a fraction of what the agency would eventually pay for an ERM system. By undertaking a small, low-budget project, the records manager was able to demonstrate that the ERM system was working. The records manager made a more informed recommendation for an enterprise-wide system.

Case Study 2: Implementing ERM in a Small Federal Way

Prior to implementing an ERM program, a records manager will want to find out what other people in the organization do. When developing a records management program in a small federal agency, a staff of two set up a series of one-hour “show-and-tell” sessions for work groups in various business units. One session focused on the fundamentals of records management and an related them to the general work of the audience. In another session, business units were asked to describe their business processes, explain interactions with other business lines, list the documentation for resource received, and recommend the length of time the information needed to be available.

Case Study 3: Low-Budget Ways to Implement ERM Programs

The records management staff’s collaborative approach did not add to the agency budget. It asked for time in small increments, making it easier for people to commit to the project. In addition, the agency did not have to find a sizeable extra appropriation for a consultant or ask busy staff to give up large blocks of time.
Gaining Strength from SARBOX

Electronic Records Management on a Shoestring: 3 Case Studies

Business entities, both private and public, have come to appreciate information as an asset, and they realize that it must be managed effectively to provide the maximum benefit to business efficiency and economy. However, resources for managing records—including human, financial, and electronic—have not always been generously supported in business budgets. Records managers often face an uphill battle to incorporate electronic records management (ERM) into their programs.

But starting with almost nothing in the way of basic tools and funds is not as daunting as it may seem. With a bit of ingenuity, a records manager can build a more effective program than if he or she started with a huge budget.

Integrating ERM is not primarily a battle with management for resources; it is a culture war for the hearts and minds of the people who create and use records. People are generally comfortable with the way they do business and are usually skeptical of "outsiders" seeking to "improve" the process. Cooperation of the business staff is what the records manager and the IT staff need to successfully implement ERM. Converting a manual program piecemeal to an electronic records program may seem frustrating at the outset, but the extra time it takes allows the records manager to plan carefully, spend very little money initially, and start with small projects of changes that have a greater chance of success than a huge enterprise-wide initiative.

Low-Budget Ways to Implement ERM Programs

Case Study 1: Digitizing Bank Examiner Work Papers

The records manager in a federal banking agency was facing the challenge of converting a manual records system to an ERM system. She sought a business staff unit that was already doing business electronically. The bank examination staff was using a software package, developed in conjunction with several other federal bank regulators, to create and store examination work papers. The creation and preservation of complete, accurate, and trustworthy bank examiner work papers are paramount because bank ratings depend on examination results. The records manager engaged an IT staff to develop a small set of computer code so that when a set of examiner work papers was saved by a bank examiner, a copy would be automatically sent to a folder controlled by the records manager. IT added appropriate codes to ensure that only the records manager had access to the folder.

The records manager did not consider the new procedure a bonfire ERM system. However, the project achieved several goals. The records manager gained control of an important set of electronic records. She established a working relationship with IT and the business unit. The bank examiners were able to send electronic records to the records manager through a seamless process. She used the metadata developed for the records in this project as the foundation for agency-wide metadata standards. The project cost a fraction of what the agency would eventually pay for an ERM system. By undertaking a small, low-budget project, the records manager was able to demonstrate that the ERM system was workable and make a more informed recommendation for an enterprise-wide system.

Case Study 2: Implementing ERM in a Small Federal Way

Prior to implementing an ERM program, a records manager will want to find out what other people in the organization do. When developing a records management program in a small federal agency, a staff of two set up a series of one-hour "show-and-tell" sessions for work groups in various business units. One session focused on the fundamentals of records management and an agency-related theme. After the "show-and-tell" session, records manager and IT staff met to develop an electronic records management policy and procedures. The goal was to educate both IT personnel and users of records, the business units were its major clients.

The records management staff's collaborative approach did not add to the agency budget. It asked for time in small increments, making it easier for people to commit to the project. In addition, the agency did not have to find a sizeable extra appropriation for a consultant or ask busy staff to set up large blocks of time.

ADD IT UP: Compliance doesn't come cheap

Of all the regulations companies face—from the USA Patriot Act to the Health Insurance Portability and Accountability Act—Sarbanes-Oxley is consuming the most effort. This year, spending to comply with Sarbanes-Oxley will reach $6.1 billion, according to AMR Research. And 60% of 223 business and IT executives surveyed by the research company have Sarbanes-Oxley compliance efforts under way.

Personnel tops the list of Sarbanes-Oxley-related costs at $2.6 billion. Much of that is being spent on consultants and external auditing firms. Technology and services account for $1.7 billion each. Companies will spend about $1 million on compliance-related efforts for every $1 billion in revenue.

The compliance situation is complicated by the fact that regulators have little to say about how companies should go about implementing the security controls required by Sarbanes-Oxley. "Most organizations are baffled," says Paul Proctor, a Meta Group analyst.

Companies will spend close to $15.5 billion on compliance-related activities this year, according to AMR Research. Besides Sarbanes-Oxley, these include HIPAA ($3.7 billion) and regulations from the Securities and Exchange Commission ($1.3 billion), the Food and Drug Administration ($1.1 billion), and others ($3.3 billion). AMR estimates that the total tab for compliance-related spending over the next five years will be $80 billion.

"Five years from now," Hill predicts, "people will look at Sarbanes-Oxley and say, 'It's no big deal.'" But starting with almost nothing in the way of basic tools and resources for managing records—the business units were its major clientele.
Records managers have assets that to not require protecting, and accessing electronic records. Such as Web-site management to wireless phone companies, spent about $3 million last year on Sarbanes-Oxley compliance. 

For those companies, benefits include working through the steps to comply with Sarbanes-Oxley. The law librarian did not consider her document was deftly prepared and credible. The law librarian began asking attorneys how their data is one of the major IT controls mandated by the Public Company Accounting Oversight Board, a private, non-profit body that sets auditing standards for Sarbanes-Oxley. Other controls include monitoring computer operations, software, and hardware. 

Access to programs and technologies Inc.'s Xellerate Identity Manager system to automate controls and improving processes, making changes easier to implement effectively. Working through the compliance process has even convinced Brightpoint to accelerate efforts to hire its first corporate CIO, originally planned for later this year. "The CIO will play a critical role since so much of section 404 compliance navigates through the IT infrastructure," Terence says. Financial controls, as defined by the Committee of Sponsor Organizations, a nonprofit organization of auditing firms, encompasses more than just financial reporting. They also address operational effectiveness—ensuring that management identifies and manages key business processes and that these processes are controlled to achieve predetermined objectives, for instance—in addition to compliance with laws and regulations.

Companies will spend more than $6 billion on Sarbanes-Oxley compliance this year alone. Many companies say the cost of compliance so far exceeds its value, but access-rights management, such as controlling which actions users are permitted, is especially hard. Attorneys should defend the organization in court and the set of individuals. One set of electronic records, effectively captured and well-managed, can be used for a multitude of purposes by any number of people simultaneously. 

Today, greater accountability is demanded of public and private company employees and managers because of corporate malfeasance. As organizations convert to electronic commerce and business processes, they reconcile business needs, and the records detailing agreements between and among organizations and documentation who did what, when and why, are created in electronic systems. Electronic media allow faster, more encompassing access to information that formerly had to be searched manually, either one filing system at a time or by multiple staff members assigned to one task.

Several interim measures are available to records managers with fewer resources. They can begin by providing business users with definitions of records and the recordkeeping requirements that apply to their business functions. Then they can persuade business units to store electronic records in a secure location, either dedicating a separate system to records storage or by having IT provide read-only access in a separate location within an extant system. They can help business units develop a minimum set of attributes (metadata) to describe records in electronic systems. They also can explain that limiting acceptable file formats accommodates storage and records retrieval.

participants were better informed about agency business processes, making changes easier to implement effectively. Working through the compliance process has even convinced Brightpoint to accelerate efforts to hire its first corporate CIO. Originally planned for later this year. "The CIO will play a critical role since so much of section 404 compliance navigates through the IT infrastructure," Terence says. Financial controls, as defined by the Committee of Sponsor Organizations, a nonprofit organization of auditing firms, encompasses more than just financial reporting. They also address operational effectiveness—ensuring that management identifies and manages key business processes and that these processes are controlled to achieve predetermined objectives, for instance—in addition to compliance with laws and regulations.

Three Case Studies

**Case Study 1: Achieving a Successful Outcome**

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**Case Study 2: Electronic Records Management on a Shoestring: Three Case Studies**

Achieving a Successful Outcome

Several interim measures are available to records managers with fewer resources. They can begin by providing business users with definitions of records and the recordkeeping requirements that apply to their business functions. Then they can persuade business units to store electronic records in a secure location, either dedicating a separate system to records storage or by having IT provide read-only access in a separate location within an extant system. They can help business units develop a minimum set of attributes (metadata) to describe records in electronic systems. They also can explain that limiting acceptable file formats accommodates storage and records retrieval.

**Case Study 3: Presenting the Case to Management**

A third low-budget technique for managing electronic records is to leverage the work that has been done. Under Sarbanes-Oxley, a bank needs to test controls for ensuring that it has adequate reserves set aside to cover bad loans. But th ebank also needs to examine its operational practices, such as credit or collections, associated with lending. "It needs to understand what caused the bad loans to begin with," McMinn says. The company is "also looking at making greater use of technology, particularly in user provisioning, to track who has access
Electronic Records Management on a Shoestring: Three Case Studies

Effective communication is vital and inexpensive. Records managers must always consult the business users when developing the metadata. Even though most of the metadata collection will be transparent, the users must be comfortable and familiar with the terms used for gaining access to the records. Soliciting user groups among system end users ensures that necessary changes can be made and engenders cooperation with the implementation. Records managers should use the ideas that have merit and explain why other suggestions cannot or will not be incorporated. They invested in a system will be more likely to use it when it is implemented.

Records managers have incentive to work with IT and the business unit to modify or build recordkeeping capability into current and new systems. They need to cooperate to identify the certification criteria for their organization’s ERM systems. Doing so will save time, money, and stress during the conversion to a certified ERM system because many of the necessary features will be in place both culturally and technically.

San Diego ARMA Board Meetings

May 18

Off the Record

April 2005

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Of course, each information management-related professional area - and individuals seeking certification - will have somewhat different priorities regarding certification. Some certification bodies stress a formal educational background to establish knowledge comprehension; some focus on professional and societal responsibilities; and others require hands-on, demonstrable technical skills. Still other certification organizations emphasize understanding of a highly specialized knowledge base and how such knowledge may maximize professional high-quality contributions in the workplace.

Who Benefits?

Is the goal of certification to assist individuals, organizations, or professions? There is no single answer to this seemingly simple question. Some individuals want a credential that signals to their management that they are improving professionally. Others see the accomplishment of certification as a demonstration of adherence to ethical responsibilities and the importance of long-term professional goals and social roles.

Organizations may encourage employees to seek certification or to attend continuing-education courses when they have experienced a need for improving the quality of their records management activities and programs. This is especially true if an organization experiences poor performance appraisals during an audit or when ongoing litigation draws unfavorable attention to the quality of an organization’s records management program. In addition, some records management consulting firms enhance their marketing efforts by stressing the certification of their employees. Among some organizations, the CRM designation is becoming a differentiator when candidates for a position have otherwise similar credentials. For government positions, for example, professional certification often is a requirement.

As organizations become more technology-driven and as implementation of electronic records management practices becomes the norm, they will seek well-qualified individuals to lead efforts to develop truly comprehensive records management programs. This means that these organizations may also take an interest in the value that certification brings to their employees, their business, and their customers. As this interest in certification arises, they may ask several questions of certified individuals or the certifying body, including:

- What varieties of certification are available?
- What knowledge base does the certification award actually “certify”?
- Can individuals be certified at different levels of basic skills?
- Are different types of additional certification available?
- What is the difference between (a) professional certification, (b) receiving a certificate of completion for attention educational seminars, and © credit-bearing academic courses?

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ing or when simply marketing the need to professionals to become certified. Given these new marketplace trends, it may be possible to create more of a definite relationship between professional identity and the need for certification.

**Records Management Certification Today**

Many colleges, universities, and training companies are now offering certifications for continuing education courses (i.e., documentation of attendance). In addition, some software vendors offer a type of technical certification regarding knowledge in the installation and use of their technology-based systems. Such courses can vary dramatically in content and testing. However, objective testing by well-informed educators or certification bodies can validate the knowledge base of those achieving any particular certification.

The recognized professional certification for records managers is the Certified Records Manager (CRM) designation. The CRM designation is awarded to individuals who pass an examination designed to test knowledge and proficiency in records management subject areas. The CRM exam consists of six parts:

- **Part 1** - Management Principles and the Records and Information Management Program
- **Part 2** - Records Creation and Use
- **Part 3** - Records Systems, Storage and Retrieval
- **Part 4** - Records Appraisal, Retention, Protection and Disposition
- **Part 5** - Facilities, Supplies, and Technology
- **Part 6** - Case Studies

The goal of certification of records managers is to establish a professional standard of expected knowledge that balances formal education attainment, examination performance, job experience, and a need for long-term continuing education. To ensure that CRMs maintain and develop their professional knowledge, they must attain 100 hours of continuing-education every five years to retain their CRM status. This process is considered vital for the credibility of the CRM designation because of the constantly changing professional challenges that records managers face.

Besides the CRM, other certifications or educational requirements exist in fields related to records management. For example, to work as a professional librarian, even at the entry level, one must typically have completed the educational requirements for a graduate-level master’s of science or art degree form a university program accredited by the Committee on Accreditation of the American Library Association. (Here it is the program, not the graduate, that is being “certified.”) The Academy of Certified Archivists (ACA) “promotes fundamental standards of professional archival practice.” Based on an examination, the ACA awards the CA designation and has a working relationship with the Society of American Archivists, though it remains an independent certification organization.

Additional information industry-related certifications have a more technical focus than the CRM or CA. These certifications include the certified document imaging architect (CDIA+) designation, which tests individuals’ technical understanding of document imaging technologies and related implementation issues. Offered by the Computing Technology Industry Association (CompTIA), this technical certification is seen as evidence of specific technical knowledge and intellectual skills.

(Continued from page 3)
Professional Certification: Does It Matter?

I n today’s rapidly changing and increasingly competitive work place, distinguishing yourself from the competition can be challenging, to say the least. How can you illustrate your professionalism, your advanced level of skill, experience, and understanding in a way that sets you apart from the hundreds of other candidates for a position? One way is through professional certification. Professional certification has been a topic of some-times spirited discussion within the records management community over the past few years. Some records managers believe certification adds value to an individual’s professional credibility but is not absolutely necessary for delivering quality records management services. Others feel strongly that without a basic level of training and consequent certification, it is difficult to independently establish a person’s professional expertise.

For the records management profession, due in part to a dearth of formal university-level educational programs covering records management subjects, certification has tangible benefits insofar as it objectively establishes a base level of knowledge about the profession. For these reasons, there is a continuing interest in establishing professional competency through credentials.

Certification=Professional Identity?

Many records managers believe that gaining certification demonstrates professional competency. Currently, there are about 900 certified records managers worldwide. Perhaps this number would be larger if records management professionals were more marketplace pressure for records management certification.

Practicing medicine or law—at least in the United States—requires completing specific graduate-education programs and passing state-mandated exams. Of course, the educational background to be come a lawyer or a physician vastly exceeds that required to deliver records management services to an organization. This is probably due to the fact that the results of poor legal or medical advice during the practice of law or medicine could be catastrophic for the client, whereas poor advice from a records management professional might be less likely to create immediate or long-lasting injury for an organization. In addition, the legal and medical professions have existed for centuries, whereas the records management profession as it is known today, especially in the United States, only began in the 1940s. Certification=Professional Identity?

So what is a “professional” records manager, and how can an individual confidently prove that he or she is one? Would evidence of educational attainment, on-the-job professional experience, competency certification through testing, support of professional organizations, contributions to the professional literature, or all these activities, and more, be expected?

Determining whether you need to be certified requires addressing a variety of complex concerns, including understanding the role of certification in internal and what it adds professionally to an individual as well as how it is perceived in the workplace. An understanding of these issues helps discern what alternative courses of certification may exist and what types of certification are most relevant for any particular course of professional endeavor. The same issues and concerns need to be considered when examining professional certification options for records managers.

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With the increasing reliance on electronic records as information assets, the growing volume of litigation using e-mail for discovery, and the advent of recent compliance and regulatory-focused legislation (e.g., the Sarbanes-Oxley Act of 2002), organizations are beginning to see records management in a new light. This newly established and increasing interest in records management programs and technologies may be one of the best opportunities for a certification program to build upon when developing content for test-
President’s Message
By Susan Roberts

The ARMA full-day seminar, Thursday, April 21st, will help to reinforce the things we know about and use on a daily basis. We will be able to learn the "tricks of the trade" as well as find out information that is new and we information we should know about.

Dr. Langemo is a prolific author and world-renowned speaker. It will be a day of information and discovery for many of us that attend. Do recent world events affect you and your company? How? What are the records retention resources that we have available to us? Electronic records - how and why? And what are the applications we can use in our daily jobs to make our work lives more efficient.

These are just a few of the items of interest hearing about and when Dr. Langemo at our full-day seminar, knowledge about the seminar will not be price the price but hard work of our were able to keep.

The seminar will include a continental breakfast, a wonderful Italian lunch buffet as well as a morning and afternoon breaks.

President’s Message
By Linda Maczko

Welcome From the Membership Corner – “ENERGIZE – Plug Into the Source!”

As of March 1, Energize campaign participants have recruited 405 new members – that’s 81 percent of ARMA’s overall goal!

In July, San Diego ARMA started with 81 members. As of today we have 88 members. As some members leave us to go to other jobs, other places, or other directions, we are fortunate to gain members either those who already belong to ARMA international but not to our local chapter, replacements for those members who have left, and new members. I would like to take the opportunity to welcome and recognize these individuals.

Thanks to those ARMA members who have chosen to join our local chapter:

Cheryl A. Young, CDIA Continental DataGraphics
Tayna Bjork City of Carlsbad
Rizalito V Ruiz Manpower
Shelley L. Collins City of Poway

Over the past 2004-05 year our membership has grown with the following new representatives and new members:

JULY
Joe Corray Latham & Watkins LLP
Salim Hasenin City of San Diego

AUGUST
Tamara D. Koepsel Mizer Inc
Jeffrey Whitney Lightpointe Communications Inc.

SEPTEMBER
Cheryl A. Young, CDIA Continental DataGraphics
Tayna Bjork City of Carlsbad
Rizalito V Ruiz Manpower
Shelley L. Collins City of Poway

N O V E M B E R
Jan E. Uhlman Heller Ehrman

O C T O B E R
Eric Solberg Integrifox
Lynnette Tyler SDCRAA

J A N U A R Y
Francine Limon American Solutions for Business
Bruce L. White, CRM, PMP Sempra Global
Mark Langemo, CRM, FAI is continuing education seminars. He is a Certified Records Manager (CRM) who has earned ARMA International’s coveted Award of Merit for “distinguished contributions to the profession of records and information management.” Dr Langemo was inducted into ARMA International’s prestigious Company of Fellows in 1991. In 1993, Mark Langemo was given the prestigious Emmett Leahy Ward by the Institute of Certified Records Managers. The Leahy Award is the highest award internationally in the profession of records and information management.

Agenda
8:30-10:15 An Introduction to Records Management and Winning Strategies for Strengthening Existing Programs on Developing New Programs
10:30 - Noon Development and Implementing Legally-Valid Records Retention Programs for Paper and Electronic Records and Records on All Media
Noon—1 PM Lunch
1:00 - 2:30 Managing Electronic Records
2:30 - 2:45 Refreshment Break
2:45 - 4:30 An Introduction to Imaging and Applications in Records Management

(see registration information on Page 13)