The Work of IG
Barclay Blair talks about the 2015-2016 IGI report

Plan Ahead
Staying in control of your IG Initiatives

Contemplation
The Past, Present and Future of IG

VIDEO
Short Take
In this short video, learn how the revisions to FRCP Rule 37(e) will help Records Managers advocate for routine disposition

IN WRITING
In Summary
Highlights from the 2015-2016 IGI Report

AUDIO
About exchange
Exchange is a publication of the ARMA Metropolitan New York City Chapter, Inc. (ARMA Metro NYC), P.O. Box 1462, Grand Central Station, New York, New York 10163. The publication provides a wide range of content. An annual digital subscription to exchange is included as a benefit of membership.

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About the ARMA Metro NYC Chapter
ARMA Metro NYC is a local Chapter of ARMA International, a not-for-profit Professional association and the authority on managing records and information. The Chapter supports its members through educational seminars, events, an annual educational conference, and its publication exchange. Its members are RIM Professionals, as well as individuals who work in related fields, such as technology and law.

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Hello Colleagues

Our chapter year is now in full swing with a host of presentations and initiatives already completed or in the works. We’ve seen presentations on optimizing information search strategies, shining a light on dark data, insights from the Verizon data breach report and skill-building ARMA at Noon presentations. Presentations in 2016 will include managing third party information security, IG considerations for the “Internet of Things”, the evolving role of the IG professional and eDiscovery focused IG issues.

For the first time in a number of years, the Chapter’s activities were recognized at the recent ARMA International Conference by awarding us the Very Large Chapter of the Year Award. By creating a more cohesive digital communications platform to deliver content - our award winning Newsletter, ARMA MetroCast, ARMA NYC App and the creation of the CIO board position– we were also recognized with the Innovation Award. Congratulations to the Board and Committee members who made these awards a reality, but most especially our CIO Gene Stakhov who has been relentless in making this happen!

I’m also extremely happy to announce the “soft” launch of our ARMAMetroNYC.org site on the new StarChapter platform. This configuration will allow us to be even more creative with unleashing the plethora of professional content, tracking member interests and generally streamlining and coordinating our communication efforts. Under the leadership of Gene and our EVP Mary Sherwin and the gentle, firm and effective guidance of Project Manager Anna Lebedeva, the amazing web team managed to pull off this conversion in less than 3 months. Kudos to all! The formal launch and announcement are coming soon.

As we approach the winter holiday season, on behalf of the Board of ARMA Metro NYC, I’d like to wish our members and friends all of the love, peace and happiness that this time can bring!

Best wishes,

Bryn Bowen, CRM
The ARMA Metro NYC Board and Committee Members appreciate your continued support of the Chapter and its activities!

We look forward to seeing you at our upcoming events and hope you have a wonderful holiday and new year!
Dec 15
ARMA@Noon
Topic: Alphabet Soup—Which Do I Choose for My Career Path?

Jan 12
ARMA@Noon
Topic: Risk/Security/Privacy: Securing Company and Client Records

Jan 21
Social Networking Event

Feb 11
Evening Meeting
Topic: Emerging Trends in IG: How Will IG Treat the Internet of Things

Mar 8
Annual Spring Conference Innovation and Inspiration: RIM and IG—The Time is Now
ARMA@Noon
Topic: Risk/Security/Privacy: Third Party Security Considerations

Evening Meeting
Topic: Evolving Role of the IG Prof.: The CIGO Role Revisited One Year Later

ARMA@Noon
Topic: Emerging Trends in RIM Innovation

ARMA@Noon
Topic: Emerging Trends in RIM Innovation

Evening Meeting
Topic: Evolving Role of the IG Prof.: The eDiscovery IG Professional

Awards Evening
Location: TBD

ARMA@Noon
Topic: Emerging Trends in RIM Innovation: Developing RIM and IG Innovations
Information Governance: The Past, Present and Future
Alex Campbell, Records Manager, Cohen Gresser and VP, Sponsorship
How can the revisions to Federal Rules of Civil Procedure help Records Managers advocate for routine disposition?

Anne Kershaw, Knowledge Strategy Solutions
Anne explains how the revisions to FRCP Rule 37(e) will help Records Managers advocate for routine disposition.

Note: This video is part of a new series called “Short Takes” where an industry expert (i.e., legal, technology) discusses an issue or topic in a meaningful, yet concise, way.
The IG Market Emerges. More IG professionals think there is a defined IG market, and that a category of “IG software” is emerging. IG professionals are doing work they consider IG; buying and selling products and services they call IG; appointing IG leaders; and identifying and executing on their 2015-2016 IGI Annual Report organizational IG priorities.

The CIGO Takes Charge. The majority agrees that the Chief Information Governance Officer role is essential to IG success. The IGI’s advocacy for this role is starting to bear fruit, as the need for strong, senior, accountable IG leadership is increasingly acknowledged and acted upon. Of course, most organizations do not have a CIGO (yet), but the number of organizations designating senior IG leaders is significant and up from 2014.

Taking Action and Spending Money. Most organizations taking action on IG have multiple IG projects in flight, and they are spending significant money to get them done. For example, large organizations have, on average, 7 projects that each cost over $750,000 and small organizations have 4 projects that cost $186,000 each.

IG Spending and Revenue is Growing. Organizations doing IG predict that their IG spend will
grow in 2016, and grow a lot, with nearly half expecting spending increases of 30% or more. Nearly all IG providers project IG revenue growth, with the majority projecting 20% growth or more, and over a third projecting growth of 30% or more.

Most practitioners report a staggering delay between the time they decide to undertake an IG project and the time it actually begins. Most report that it takes a year or more just to get started.

Key IG Concepts are Solidifying. Our most popular and widely-used infographic from last year’s Report was the “pin wheel” or “flower” that showed the information disciplines that together comprise IG. This picture remained remarkably unchanged this year, with only minor shifts in how IG professionals ranked each area. This suggests that a fixed picture of IG is at last emerging, and bodes well for the ongoing professionalization of IG.

A Security Focus for IG. Across the board in our analysis we see strong evidence that security-focused activities are becoming a greater priority for IG professionals – reflecting not only an expected response to recent high-profile security breaches, but also a movement to integrate security into the larger IG whole.

Strong Alignment Between Practitioners and Providers. Providers of IG products and services seem to have a clear picture of what IG practitioners want, what they are working on, and what they need. Remarkably, we see almost perfect alignment between the two groups in identifying the IG projects practitioners would do if they could, as well as the IG projects they are actually doing. This alignment is a sign of a healthy market that is starting to use a common language to describe both problems and solutions.
“Quick Wins” Are Not So Quick. Most practitioners report a staggering delay between the time they decide to undertake an IG project and the time it actually begins. Most report that it takes a year or more just to get started. This is too long and reflects the relative immaturity of IG decision-making, budgeting, and leadership. The good news is that each of these areas is improving, and we expect to see project start (and completion) times shorten in 2016.

Economic Quantification is Important – To A Point. About two-thirds of IG practitioners told us that quantifying the economic impact of IG (using models like ROI and TCO) is important. However, only about one-third said they actually use such models to build support for their programs internally. At the same time, providers told us that in nearly all instances they are required to provide such calculations as part of the sales process. This suggests that many IG projects suffer from the same mix of politics, institutional inertia, and other human factors that bedevil all enterprise-focused projects.

The Biggest IG Barrier is Education, Not Money. The top barrier to IG progress is not a lack of money but rather a set of factors including a lack of institutional education, communication, and leadership. The good news is that each of the top barriers identified by our community can be addressed without huge hard costs, enabling IG practitioners to make significant progress even without significant budgets.

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Value Creation Gains Traction. While IG clearly has its roots in risk-focused disciplines and activities, value-focused activities take a higher profile this year than last, which we see as further evidence that as IG matures and foundational problems are solved, paths to value creation open up.

At the same time, the most common drivers for IG are event-driven (e.g., litigation, system migrations), suggesting that IG
practitioners must continue to be intelligently opportunistic.

**Most IG Programs are Nascent but Progressing.**

Most organizations surveyed are taking some kind of action on IG, even if it is limited to addressing event-driven problems (in fact, most providers see their customers as mostly reactive in their IG projects).

Most practitioners rate their IG programs as “nascent” or “intermediate” on a maturity scale, but tend to be more or less mature in each of the five specific variables that we measured.

“The fact that more and more organizations are hiring senior information governance leaders and investing in these programs is not surprising given the cybersecurity disasters we have seen in 2015,” said Barclay T. Blair founder and executive director of the IGI.

“Today’s cybersecurity problems are rooted in yesterday’s failure to take the governance of information seriously. IG is the foundation of cybersecurity and privacy protection and also enables organizations to realize value from their information in an ethical and legally defensible manner.”

**End Notes:** Note that the IGI have used the following numeric convention for survey data throughout the report: results that included half a percentage point or more were rounded up, and results below half a percentage point were rounded down. As such, in some cases aggregated results for particular questions do not add up to 100%.
This is a third in the series of six articles on the importance of project management skills in driving Information Governance (IG) initiatives to successful completion.

In the last article, we demonstrated how detailed business requirements lay a foundation for defining scope, testing deliverables, and measuring project success. In this article, we will focus on building and managing a project plan and demonstrate how it can assist IG professionals to stay in control of their project.

The project plan is one of the most important tools in managing an IG initiative. It is created during the planning phase of the project and is constantly updated. The project plan consists of the tasks needed to accomplish the scope of the IG initiative, the time to complete the tasks, and the resources needed to perform the tasks. The project plan content and format will vary based on the type and complexity of the IG initiative.

Before a project plan can be created it is important to gather several prerequisites. Business requirements and a scope statement are vital inputs into building the project plan because they enable the creation of tasks. In order to derive tasks from requirements, IG professionals will need help from the subject matter experts who will perform the work. First, understand what the roles and responsibilities of the different stakeholders are.

Next, obtain resources and commitments. It is very important to gather black-out periods for resources, such as holidays, vacations, conflicting project timelines, and any other events that may potentially divert the
resources from working on your IG initiative.

After tasks are defined, it is necessary to understand the dependencies between the tasks because task dependencies drive the project timeline. The more tasks can be scheduled in parallel, the faster the project will be completed.

There needs to be a preliminary timeline in mind when building a project plan, which can be as simple as a breakdown of project phases. The most common phases are planning, designing, building, testing, implementation, and post-implementation support; however, every IG initiative may not have all phases.

Each phase should have a high level estimate of completion in months or weeks. It is always ideal when the IG professional can determine the timeline based on scope and available resources. This does not always happen though because the project end date is sometimes imposed by senior management.

There can also be a hard implementation date, such as contract expiration for current Data Loss Prevention (DLP) software that will drive the implementation date for a new DLP solution. In that case, project planning starts from the end date and then the project phases are planned in reverse order. Sometimes the IG professional needs to juggle by rescheduling tasks to run in parallel until they either fit within the fixed timeframe, or it is concluded that the timeline is too aggressive and cannot be met.

Beware of unrealistic deadlines as working under constant and excessive timeline pressure can lead to project failure.

Lastly, it is important to build some contingency into the baseline project plan before it gets published. Things do not always go as planned and buffers need to be added to critical tasks to handle the unknowns.

Completing a project plan is a big accomplishment; nevertheless, the job does not end there. Be prepared to constantly adjust the plan because of changes and issues that arise. To be a valuable tool in managing the IG initiative, the project plan needs to be current and responsive to changes.

In the next article, we will cover another key project management area: managing stakeholders and communications, which can often make or break the project.
About the Contributors

Alexander Campbell is the Records Manager at the law firm of Cohen & Gresser, LLP in New York City. He holds a Masters of Science degree in Information and Knowledge Strategy from Columbia University and a Bachelors of Arts degree in Organizational Leadership from Fordham University.

Anne Kershaw is the owner of Knowledge Strategy Solutions LLC. She is an attorney and a nationally recognized data, litigation, and business information consultant who provides independent analysis and innovative recommendations for the management and e-discovery of legacy and active data. Anne also is a Faculty Member of Columbia University's Executive Master of Science in Information and Knowledge Strategy.

Anna Lebedeva, IGP, PMP, is a Director of Records Management at a large regional financial services company. Some of her RIM accomplishments to date are establishing RIM program, developing retention schedule, standing up legal hold process, and working on strategies for electronic records. Anna has over 8 years experience managing large enterprise projects after working in IT field for 9 years as a Software Developer.

Barclay T. Blair is an advisor to Fortune 500 companies, software and hardware vendors, and government institutions, and is an author, speaker, and internationally recognized authority on information governance. He is the president and founder of ViaLumina and the Executive Director and founder of the Information Governance Initiative.

Information Governance Initiative is a cross-disciplinary consortium and think tank dedicated to advancing the adoption of information governance practices and technologies through research, publishing, advocacy, and peer-to-peer networking. Join us at www.iginitiative.com.
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