

Ergo Information Management Consulting

RIM Professional Development in Canada

Records and Information Management Competencies,
Positions, Education and Certifications

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Abstract

This paper provides a comprehensive overview of professional development options for records and information management (RIM) practitioners in Canada. It is intended as a resource for those entering the RIM profession, existing RIM professionals, and RIM employers.

The paper is divided into three sections: competencies and positions in the RIM field, education and training options for entering and continuing in the profession, and certifications and accreditations offered by various industry bodies.

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Introduction

This first section of this paper discusses records and information management (RIM) competencies and positions, RIM consulting as an employment alternative, and RIM compensation. It also provides job seeking advice for individuals seeking to break into the RIM profession and for more experienced RIM practitioners seeking their next position in the industry.

The second section outlines RIM education programs offered by colleges and universities as well as RIM training offered by the most prominent professional associations in the industry (ARMA International and AIIM). Other training resources are identified such as books and periodicals.

The paper concludes with a discussion of RIM certifications in the third section. The benefits of certification are identified, for both individuals and employers, and the eligibility, exam and certification maintenance requirements are reviewed for each of the Certified Information Professional (CIP), Certified Records Manager (CRM), and Information Governance Professional (IGP) certifications. RIM-related certifications in the archives, audit, e-discovery, IT, privacy, and project management domains are also briefly reviewed.

The goal is to provide helpful information for individuals who are contemplating a career in RIM, for RIM practitioners interested in pursuing additional education or training and/or industry certifications, and for employers who are establishing RIM positions and planning for their employees' continuing professional development.

Note: All links and fees referenced in this document were correct as of November 6, 2014.



1.0 Records and Information Management Competencies and Positions

This section discusses competencies for records and information management (RIM), RIM positions, consulting as an employment alternative, and compensation. It also provides advice to job seekers, both individuals looking to break into the RIM profession and RIM professionals looking to advance their careers.

1.1 RIM Competencies

RIM, like any profession, has its own competencies. They have been described in various publications over the years, including the *Information Resources Management Specialists Chart of Competencies* (2002)¹, *Records and Information Management Core Competencies* (2007)², and *Competencies of the Federal Government Information Management Community* (CGSB-192.2-2009)³. Each of these is described in the following sections.

Competencies can be defined as “identified behaviors, knowledge, skills, and abilities that directly and positively impact the success of employees . . . Competencies can be objectively measured, enhanced, and improved through coaching and learning opportunities.”⁴ As stated in ARMA International’s *Records and Information Management Core Competencies*⁵, competencies have organizational and personal benefits as follows:

- a) **For an organization**, competency-based human resources programs can be beneficial in hiring and selection, performance feedback and management, training and development, career development, and succession management.

- b) **For an individual**, using competencies can help to:
 - Identify gaps between present knowledge and skill sets and those required for excellent performance within the current job or for advancement to the next job level;
 - Effectively discuss performance, career aspirations, and development needs with one’s supervisor;
 - Create a professional development plan to excel in one’s job, organization and profession; and

¹ Available for download at http://www.culturalhrc.ca/heritage/e/PDFs/CHRC_IRMS_Chart-en.pdf

² Available for download at <https://members.arma.org/eweb/home.aspx?site=ARMASTORE>

³ Available for purchase through the CGSB’s bookstore <http://www.techstreet.com/cgsb/products/1628085>

⁴ Virginia Jobs http://jobs.virginia.gov/cd_competencies.html

⁵ ARMA International, *Records and Information Management Core Competencies*, pages 1-2.



- Identify educational resources to address areas of personal need.

1.1.1 Records and Information Management Core Competencies

ARMA International developed the *Core Competencies* to “define the knowledge and skills needed to perform successfully in the profession. RIM professionals can use the competencies and the related self-assessment tool to identify their proficiency in each of six defined domains”⁶. The *Core Competencies* are organized by competency level and performance domain:

- a) **Levels:** A reflection of an individual’s amount of knowledge or experience relevant to a specific topic or skill set. The four levels represent a progression of responsibilities from entry- to executive-level practitioner. The levels are:
- Level 1 – A RIM practitioner holding an entry-level RIM position that does not require previous RIM experience. Level 1 practitioners have a basic understanding of what RIM encompasses and are acquiring basic, foundational RIM knowledge and skills. They may or may not have an undergraduate degree or work experience in another field.
 - Level 2 – A RIM practitioner with prior RIM knowledge, skills, and experience. The individual has managed or developed RIM projects and is knowledgeable about information management lifecycle concepts. S/he may be developing specialty skills (e.g. analysis) and may have experience supervising other RIM staff. These practitioners generally hold an undergraduate degree, usually in a RIM-related field.
 - Level 3 – A seasoned, enterprise-level RIM practitioner with extensive knowledge of the design, creation, implementation, and management of a RIM program and staff. These individuals look to high-level experts for best practices, advanced techniques, or technology innovations. Practitioners usually hold advanced degrees and/or appropriate certifications.
 - Level 4 – A RIM practitioner at the executive level who makes strategic decisions, partners with organization executive management, and gives enterprise direction to RIM program staff and users. Practitioners frequently hold advanced degrees and appropriate certifications. Their continuing education focuses on business

⁶ *Ibid.*, page ii.



strategy, change management, business policies, leading teams, and collaboration and partnerships.

- b) **Domains:** Categories of competencies in a given performance area constituting the major responsibilities or duties of the profession. The domains are defined in Figure 1 below.

Figure 1 – ARMA International’s Core Competency Domains

Domain	Description
Business Functions	This domain pertains to the knowledge and skills necessary to administer, implement, or maintain the non-RIM specific functions an organization performs, or needs to perform, to achieve its objectives. Examples of business functions include the supervision of RIM staff, budgeting, providing customer service, identifying and mapping work processes, providing input to management, and strategic planning.
RIM Practices	This domain pertains to the knowledge and skills required to systematically manage records and information from creation or receipt through processing, distribution, organization, storage and retrieval, and ultimate disposition. Information is a vital organizational resource, and organizations depend on accurate, readily available information to assist in management decision-making, provide litigation support, improve organizational efficiency, document compliance with legislative and regulatory requirements, and to provide historical reference.
Risk Management	This domain pertains to the knowledge and skills necessary to proactively mitigate and manage the potential for damage to or loss of records and information. Two risk management components—risk analysis, which identifies the probabilities that records and information will be damaged or lost, and risk assessment, which examines known or anticipated risk to records and information—are key concepts to systematically controlling the level of risk exposure of an organization. Additional risk management components from an operational perspective are business continuity and disaster preparedness and recovery.
Communications and Marketing	This domain pertains to the knowledge and skills necessary to effectively exchange thoughts, messages, or information by speech, writing, or behavior and to effectively champion the benefits of a RIM program within an organization. The Communications and Marketing domain is vital to developing successful business relationships to maximize RIM support and compliance, and promote the value of RIM principles and best practices.



Domain	Description
Information Technology	This domain pertains to the knowledge and skills necessary to develop, maintain, and use information processing systems, software applications, and supporting hardware and networks for the processing and distribution of data. Examples of information technology tasks in this context include the RIM software application selection process, reprographics and imaging equipment, establishing requirements for IT related to managing electronic repositories, and the identification of emerging technologies. As RIM is operating in an increasingly electronic and digital environment, appropriate knowledge and skills in relevant aspects of information technology are critical for RIM professionals at all competency levels.
Leadership	This domain pertains to the knowledge and skills necessary to motivate groups of people toward the achievement of the RIM program goals within the context of the organization’s overall goals. Effective leaders must positively influence others by using leadership skills such as guiding, motivating, and mentoring; and interpersonal skills such as empathy and sensitivity.

Within each *Core Competencies*, a task statement addressing a specific work activity is provided for each level and domain combination. An example of a task statement is provided in Figure 2 below for Level 2 of the RIM Practices domain⁷.

Figure 2 – Task Statement Example

Evaluate, assess, and recommend appropriate media and practices for RIM program.	
Knowledge of: <ul style="list-style-type: none"> • Legal and policy framework governing the organization and information management • Current and evolving technologies and their application(s) • Concepts, techniques, technologies, and roles associated with information management solution components 	Skills: <ul style="list-style-type: none"> • Identify the benefits and/or risks associated with adopting information management solution components • Assess approaches to meet new and evolving program needs • Communicate appropriately for the task verbally and in writing

⁷ *Ibid.*, page 26.

1.1.2 Information Resources Management Specialists' Competency Analysis Tool Kit

The tool kit "was developed by IRM Specialists in archives, libraries and records management (formerly ALARM) in partnership with the Cultural Human Resources Development Council with the generous support of Human Resources Development Canada. It presents the combined competencies that make up the work of professionals and technicians in information resources management occupations." The kit (available for purchase from the Cultural Human Resources Council)⁸ includes a CD which demonstrates how to use the competency profile and links directly to online modules. The tool kit can be used as follows:

"It can be used by individuals to evaluate their own skills and to determine areas where they should pursue additional training. On an institutional level, this material can be applied in defining job profiles, developing competency-based professional development programs, negotiating and customizing training programs from external sources, developing career planning programs, recruitment profiles and individual position descriptions. On a broader scale, the competency profile can be used to increase understanding of the roles information professionals play, especially in organizations whose core business is not information resources management."⁹

The Chart of Competencies (freely available from the Council's website)¹⁰ is to be used in conjunction with the tool kit.

1.1.3 Competencies of the Federal Government Information Management Community

The Canadian General Standards Board (CGSB) published this standard for the Government of Canada's information management community. The standard's scope is¹¹:

“1.1 This standard defines the competencies that are essential to demonstrate proficiency in activities that are common to all, rather than specific to any, of the disciplines comprising the information management (IM) function within the Government of Canada.

1.2 This standard is intended to serve as the foundation for a Professional Development and Certification Program for IM functional specialists in the Government of Canada.

1.3 The competencies defined in this standard may also be used alone or in conjunction with other competency-based tools developed by or for specific IM disciplines, for the development of IM-related work descriptions, job competency profiles, organizational models, staffing initiatives and other related human resources management tools.”

⁸ <http://www.culturalhrc.ca/index-e.php>

⁹ *Information Resources Management Specialists Chart of Competencies*, page 1.

¹⁰ Available for download at http://www.culturalhrc.ca/heritage/e/PDFs/CHRC_IRMS_Chart-en.pdf

¹¹ From the full description of the standard at the CGSB's bookstore

<http://www.techstreet.com/cgsb/products/1628085>



1.2 RIM Positions

If you ask a child or a teenager what he wants to be when he grows up, ‘records and information management professional’ is not a usual response. However, many individuals end up working in the RIM industry. Some enter the profession after completing a program of study in RIM (see Sections 2.1 to 2.3). Others are given RIM responsibility for their organization and then learn the skills of RIM through a combination of education/training and on-the-job experience. Individuals enter the RIM field from diverse backgrounds such as business administration, office management, facilities management, legal, and computer science/information technology (IT), as well as from the related domains of library/information science and archives.

Regardless of how one enters the profession, there is a commonly understood progression or hierarchy of positions ranging from Records Clerk to Executive Officer (e.g. Chief Information Officer, Chief Records Officer, etc.). In addition, there are Consultant positions, both for self-employed individuals and those working for a consulting company. *Job Descriptions for Records and Information Management*¹² is a useful resource for RIM job titles and accompanying job descriptions which reflect ARMA International’s *Records and Information Management Core Competencies* as discussed in Section 1.1.1 above. Job titles in the 2009 survey and 2010 report referenced below (both of which were authored by ARMA International) are based on information in *Job Descriptions for Records and Information Management*. **Note: At press time, this was the most current salary and compensation report published by ARMA International.**

In its *2009 Salary and Compensation Survey of the RIM Profession*¹³, ARMA International asked members to select the title of the position which most closely matched their primary job function. Respondents were presented with a list of thirteen job titles and were given the opportunity to review a description of each before responding. Respondents were also given an ‘other’ option to specify a different position title. The frequency with which respondents self-identified with each job title is shown in Figure 3 below.

¹² ARMA International, *Job Descriptions for Records and Information Management* is available for purchase from the ARMA International bookstore <https://members.arma.org/eweb/home.aspx?site=ARMASTORE>

¹³ 8,142 members (6,786 from the United States and 1,356 from Canada) who had chosen to ‘opt in’ to receive e-mail communications from ARMA International were invited to complete the survey. 2,078 responses were received for an overall response rate of 27%. Survey findings are compiled in the *2010 Records and Information Management Salary and Compensation Report* which is available for purchase from the ARMA International bookstore <https://members.arma.org/eweb/home.aspx?site=ARMASTORE>

Figure 3 – Job Titles

Job Title	Number of Respondents	Percentage of Total Respondents ¹⁴
Base (U.S. and Canada) ¹⁵	2,078	100%
Records Clerk	36	2%
Records Technician	41	2%
Senior Records Clerk	42	2%
Records Analyst	114	5%
Senior Records Analyst	115	6%
Records Coordinator/Records Specialist	235	11%
Electronic Records Management Administrator/Electronic Records Management Architect	67	3%
Records and Information Management Supervisor	227	11%
Records and Information Management Manager	670	32%
Records and Information Management Director	218	10%
Executive Officer	38	2%
Self-employed RIM Consultant	34	2%
RIM Consultant Employed by Consulting Company	61	3%

As shown above, 78% of respondents self-identified under the following seven position titles: Records Analyst, Senior Records Analyst, Records Coordinator/Records Specialist, Electronic Records Management Administrator/Electronic Records Management Architect, Records and Information Management Supervisor, Records and Information Management Manager, and Records and Information Management Director.

When reviewing the job titles and descriptions in the *2010 Records and Information Management Salary and Compensation Report*, it is important to remember that they only provide a baseline. Each organization will establish and name positions according to its requirements. For example, in many organizations the term ‘Records’ has been replaced by ‘Records and Information Management (or RIM)’ while some organizations are beginning to replace ‘RIM’ with terms such as ‘Corporate Information Asset Management’ or ‘Information Governance’. Many organizations, particularly private sector organizations, are moving away from ‘Clerk’ in favour of ‘Technician’ to describe an entry-level RIM position. Further, a RIM Program may include only one or two positions resulting in the blending of roles (e.g. a Records Analyst also exercising Records Coordinator/Records Specialist responsibilities) and the streamlining of management responsibility, usually by eliminating the RIM Supervisor and RIM Director roles. In addition, many RIM Manager positions include some (or all) of the responsibilities ascribed to the RIM Director job title.

¹⁴ Due to rounding, percentages do not total 100.

¹⁵ 180 respondents (9%) did not answer this item or did not identify with any of these categories.



The report also provides evidence of the relatively low number of RIM positions in many organizations with 22% of respondents reporting that they constitute a ‘department of one’ while 57% said there were between two and nine RIM Department employees at their organizations. The relatively low level of RIM positions in most organizations is further illustrated by examining the number of employees supervised by a RIM professional. The report indicates a median of three employees supervised and a mean of 5.4 as shown below in Figure 4.

Figure 4 – Number of Employees Supervised

Number of Employees Supervised	Percentage of Total Respondents ¹⁶
No employees	29%
1-4 employees	35%
5-9 employees	14%
10-14 employees	6%
15-19 employees	3%
20-24 employees	2%
25 or more employees	7%
No answer	3%

That many RIM professionals support hundreds (or thousands) of employees across an organization is shown by the following report findings: twenty-four percent (24%) of respondents said they worked in an organization with 1,000-4,999 employees and 20% said they worked in an organization with 100-499 employees. The next highest category was 12% of respondents working in an organization with 500-999 employees.

The verbatim job title selections¹⁷ in the survey on which the report is based are provided in Sections 1.2.1 to 1.2.4 below except for the Consultant job title which is discussed in Section 1.3. The job titles have been grouped by category to provide a high-level overview of the scope and hierarchy of RIM positions. For more detailed information about any of the job titles, please refer to ARMA International’s *Job Descriptions for Records and Information Management*.

¹⁶ Percentages do not total 100% due to rounding.

¹⁷ ARMA International, *2010 Records and Information Management Salary and Compensation Report*, pages 7-9.



1.2.1 Clerk and Technician Positions

RIM Clerk and Technician positions can be described as follows. Note the progression from Records Clerk to Senior Records Clerk.

Records Clerk: Serves as a team member in an entry-level position and works under direct supervision. Assists in processing incoming information; sorts, classifies and codes material for integration into systems or into storage areas. Retrieves/references information for users. Maintains logs and indexes to provide status of information and accurate retrieval. Alternate titles: Administrative Assistant or Information Clerk or File Clerk.

Records Technician: Responsible for equipment operation and processing of materials, documents, or records for the organization's film or computer-based imaging operations. Equipment used includes imaging systems, scanners, digital and microfilm cameras, and other electronic media. Alternate title: Imaging Technician.

Senior Records Clerk: Executes defined procedures to ensure compliance with RIM policies and the organization's standard. Describes procedures and standards to others; interprets instructions; maintains documentation of procedures. Alternate titles: Senior Administrative Assistant or Senior Information Clerk or Senior File Clerk.

1.2.2 Analyst Positions

Analyst positions can be described as follows. Note the progression from Records Analyst to Senior Records Analyst.

Records Analyst: Performs complex analytical or interpretive tasks. Applies specialized technical skills as an independent worker under minimal supervision. Designs, evaluates, reviews, recommends, creates, implements, updates, and maintains records management-related systems. Responsibilities may include assisting in the inventory, evaluation, and recommendation of proper systems; writing procedures and providing training to users; conducting inventories; interviewing department staff; documenting procedures used to create schedules; and maintaining computer systems. Alternate title: Records Management Internal Consultant.

Senior Records Analyst: Directs, designs, develops, recommends, and implements manual and/or automated records filing and retrieval systems. Creates, updates, and maintains company retention schedules. Conducts legal research necessary to determine retention values, evaluating and recommending designation of records/information that are considered vital to the organization. Coordinates rotations and creates a secure and protected environment. Writes procedures and provides training to departmental personnel. Acts as a team leader to other Records Analysts.



1.2.3 Coordinator, Specialist, and Electronic Records Management Positions

The Records Coordinator/Specialist and Electronic Records Management Administrator/Architect positions are described below.

Records Coordinator/Records Specialist: Provides expertise on a project or on an as requested basis on records and information management issues related to functional areas within the organization. May be utilized as a project coordinator in the implementation of active records systems and retention schedules. Researches methodologies for vital records retention. Alternate title: Technologies Information Specialist.

Electronic Records Management Administrator/Electronic Records Management Architect: Designs, implements, manages, and administers electronic records management systems. Develops migration strategies to ensure the integrity of records and related metadata over the required lifetime of the records as information system are upgraded or replaced. Alternate Title: Project Manager.

1.2.4 Supervisory/Management and Executive Oversight Positions

The RIM Supervisor, Manager, and Director positions and the Executive Officer positions are described below.

RIM Supervisor: Oversees all activities involved in the management of active, inactive, and vital records and records retention. Supervises operations of records centers. Provides guidance and acts as a team leader/builder. Develops procedures. Is responsible for quality assurance and compliance issues. Has budgeting and time management oversight responsibilities and is involved with staff training, evaluation, and development.

RIM Manager: Responsible for the organization's records and information management program and personnel. Manages, controls, and directs active records systems and centers, records organization and evaluation, inactive records systems, records centers and maintenance, correspondence control, reports and directives control, and record retention. Provides expertise and input into other functional areas that affect the recorded information of the organization (e.g. reprographics, electronic information) and assures that these functions fully support and implement the organization's records information management policies. Directs people and programs to achieve the assigned responsibilities and results. Audits organizational compliance on a regular basis. Uses tactical and business planning methods to achieve medium and short-term results. Is expected to pursue self-directed development. Also responsible for the organization's film or computer-based imaging operations and personal. Manages, controls, and directs production, quality assurance, and records of projects

conducted by staff. Alternate titles: Senior Records and Information Management Supervisor or Imaging Manager.

RIM Director: Articulates and implements the organization's vision for records and information management through policy, budget, and inter-organizational initiatives. Directs people and programs to realize the records and information management vision through strategic and business planning. Possesses comprehensive management skills, including organizational leadership skills. Serves as the principal advisor to senior executive management concerning records and information management policies and practices and serves on related management committees. Reports to a first-level executive and ranks with similar positions that articulate and implement organization-wide policies (e.g. Director of Human Resources, Director of Internal Control, or Director of Financial Reporting). Responsible for all recorded information that the organization needs to do business. Directs operations that may include records management, forms management, electronic information and image management, and corporate history/archives management to ensure information is processed efficiently and effectively. Coordinates and implements procedures to ensure information and records are provided at the lowest possible cost and that the customer is receiving the maximum level of service possible.

Executive Officer: A top-level executive officer and the principal decision maker with responsibility to ensure that the organization leverages information for maximum effectiveness enterprise-wide. Protects information from a variety of threats and for a variety of purposes. Monitors the use of information to ensure consistency in information practices. Quantifies the value of information and forecasts information that will be needed to make business units successful. Maintains information for legal compliance and long-term access. Alternate titles: Vice President or Chief Information Officer or Chief Technology Officer or Chief Records Officer or General Counsel or Compliance Officer.

1.3 RIM Consulting as an Employment Alternative

In addition to the RIM practitioner positions described above in Sections 1.2.1 to 1.2.4, some individuals work as RIM consultants either on a self-employment basis or as an employee of a consulting firm. Those positions are described as follows in the *2010 Records and Information Management Salary and Compensation Report*:

Self-employed RIM Consultant: Makes recommendations to client organizations, assists in the development and implementation of records and information management programs, and may produce products used by client organizations. Works independently through self-owned business.



RIM Consultant Employed by Consulting Company: Makes recommendations to client organizations, assists in the development and implementation of records and information management programs, and may produce products used by client organizations. Works as an employee of a company that provides consulting services.

Depending on the size of the firm, RIM consultancy may employ one or more individuals with varying levels of experience and expertise. There are both niche or boutique consultancies specializing solely on RIM consulting and larger management consulting firms for which RIM consulting is one of many service lines. Vendors of RIM software typically provide professional services using in-house Consultants and/or sub-contractors. While consulting firms may advertise available positions, networking with owners or senior/hiring managers at RIM consulting firms is essential because of the importance of relationship building, trust, and personal reputation in the consulting business.

The *2010 Records and Information Management Salary and Compensation Report* provides information for Consultant base salaries in Canada as shown in Figure 5 below.

Figure 5 – Canadian Median Base Salary for Consultant Job Title

Job Title	Number of Respondents	Median Base Salary
Self-employee RIM Consultant and RIM Consultant Employed by Consulting Company ¹⁸	14	\$63,700

That base salary is significantly lower than the median base salary reported by U.S. Consultants. The median base salary for U.S. self-employed RIM Consultants is \$87,500 (twelve responses) and the median base salary for U.S. RIM Consultants employed by a consulting company is \$111, 100 (41 responses).

1.4 Compensation

It is a challenge to obtain reliable compensation information for any industry and RIM is no exception. Fortunately, RIM professionals can turn to ARMA International’s *2010 Records and Information Management Salary and Compensation Report* for compensation (salary and benefits) information for RIM positions in North America. **Note: At press time, this was the most current salary and compensation report published by ARMA International.**

¹⁸ Page 51 of the *2010 Records and Information Management Salary and Compensation Report* provides the following rationale for combining these job titles: “Due to low response level, the two job title groups in this row have been combined to provide more robust analysis and to protect respondent confidentiality/anonymity.”¹⁹ Dollar values are reported in native currency, i.e. U.S. dollars or Canadian dollars.



The report shows a \$65,000 median base salary for all U.S. job titles (see Sections 1.2.1 to 1.2.4 for a list of the job titles) and a \$61,200 media base salary for all Canadian job titles¹⁹. Further, the report shows a 31% higher annual median salary for individuals with certification when the U.S. median base salary is analyzed by isolating Certified Records Managers (CRMs) from non-CRMs. Unfortunately, that calculation cannot be performed for Canadians with certification because salary data was provided by an insufficient number of Canadian respondents. While more women than men completed the survey from which the report was compiled (70% of respondents identified as ‘female’), the report shows a lower median base salary for women in both countries: \$62,000 (U.S.) and \$59,700 (Canada) for females versus \$72,000 (U.S.) and \$72,800 (Canada) for males.

While bearing in mind ARMA International’s recommendation that “Where sub-group sizes of respondents are small, caution is advised; those results are suitable for directional purposes, but would benefit from further investigation to enhance generalization to the larger population”²⁰, Canadian RIM professionals may find the Canadian median base salary for each job title of interest in Figure 6 below. Note, however, the relatively small number of respondents (310) with just under 31% self-identifying with the RIM Manager job title. For the Consultant job title, see Section 1.3.

Figure 6 – Canadian Median Base Salary by Job Title

Job Title	Number of Respondents	Median Base Salary
Base ²¹	310	\$61,200
Records Clerk and Senior Records Clerk ²²	15	\$41,800
Records Technician	15	\$45,000
Records Analyst	34	\$49,500
Senior Records Analyst	22	\$57,000
Records Coordinator/Specialist	34	\$61,600
Electronic Records Management Administrator/Architect	13	\$78,000
RIM Supervisor	35	\$62,400
RIM Manager	95	\$75,000
RIM Director and Executive Officer ²³	19	\$96,000

Even if more current salary data was available (findings in the above-cited report are from a 2009 survey), the salary of a given position may be higher or lower than a similar position due

¹⁹ Dollar values are reported in native currency, i.e. U.S. dollars or Canadian dollars.

²⁰ ARMA International, *2010 Records and Information Management Salary and Compensation Report*, pages 6-7.

²¹ 14 respondents provided salary information but no job title.

²² Page 51 of the *2010 Records and Information Management Salary and Compensation Report* provides the following rationale for combining these job titles: “Due to low response level, the two job title groups in this row have been combined to provide more robust analysis and to protect respondent confidentiality/anonymity.”

²³ *Ibid.*



to differences in sector (i.e. public, private or non-profit, the latter of which tends to have lower salaries in general), location, and/or industry.

The *2010 Records and Information Management Salary and Compensation Report* shows a fairly high level of satisfaction with salary and benefit packages, with 66% of individuals being ‘satisfied’ or ‘very satisfied’ with their current level of compensation. When asked to identify the attributes most important to job satisfaction, salary/bonus compensation and benefits ranked highest as shown in Figure 7 below.

Figure 7 – Attributes Most Important to Job Satisfaction

Attribute	Percentage of Total Respondents ²⁴
Salary/bonus compensation	69%
Benefits	62%
Professional challenge of job/position	50%
Financial stability of company/organization	47%
Having necessary tools and support to do job well	38%
Culture of company/organization	33%
Opportunities for training	24%
Telecommuting and/or flexible work schedules	22%
Effectiveness of supervisor	19%
Reputation of company/organization	19%
Potential for promotion	17%
Community distance	15%
Other	1%
No answer	0

1.5 Advice for RIM Job Seekers

Individuals seeking to break into the RIM field will benefit from practical experience. Practical experience can be obtained in various ways: job shadowing, internships, and volunteer activities such as helping a small non-profit organization to organize the electronic records on its shared drive. For students enrolled in programs at accredited colleges and universities, there may also be opportunities for practicums and co-op work placements.

Both individuals seeking their first RIM position and more experienced RIM professionals looking to advance in their careers may find participation in the following activities beneficial:

- a) Reach out to recruiters, particularly individuals or firms specializing in RIM recruitment, by scheduling an information meeting and providing your resume.
- b) Actively participate in professional associations such as ARMA International and AIIM. There are many ways to be active in a professional association such as attending events,

²⁴ Percentages do not total 100% because respondents could choose more than one answer.



participating in working groups and task forces, contributing content to newsletters or journals, and participating in list serve discussions. You may also wish to stand for election to a professional association's executive body, particularly at the local level.

- c) Monitor job websites widely. Some websites of particular value are those of educational institutions offering RIM or RIM-related education (e.g. the Job Site²⁵ at the University of Toronto's Faculty of Information), professional associations (e.g. the website of your local ARMA Chapter or Region)²⁶, and third-party recruitment services (e.g. Workopolis.com). Depending on the site, you may be able to set up a RSS feed to be alerted when a new position is posted or an e-mail alert to be notified of positions targeted to your interests.

- d) Be active in social media. Social media participation provides an opportunity to network, demonstrate thought leadership, and view profiles of successful or prominent individuals in the field to see what has led to their success. Social media platforms such as LinkedIn also provide groups or communities in which you can participate.

Individuals who are open to contractual employment may wish to reach out to not only recruiters but also RIM consulting firms. The monitoring of web-based procurement bulletin boards (e.g. MERX) may also prove helpful.

²⁵ The Job Site is available at <http://current.ischool.utoronto.ca/jobsite>

²⁶ The ARMA Canada website (<http://www.armacanada.org/index.php>) serves as a portal to the websites of the fourteen Canadian chapters.



2.0 Records and Information Management Education and Training

This section describes education and training opportunities that will assist an individual to prepare for an RIM career or complete professional development once in the field. This section does not address professional accreditations (e.g. CRM, IGP), which are discussed in Section 3.

Because many certificates, diplomas or degrees are now offered online, the availability of education opportunities has expanded significantly in recent years and students can easily enroll in education programs offered in other countries. The [International Directory of English Language Courses in Records and Information Management \(RIM\)](#)²⁷ is a good resource for finding out about English language RIM programs leading to Associate, Bachelor, Masters, and PhD degrees at accredited colleges and universities in Canada, the United States, and many other countries. The directory is a project of the ARMA International Educational Foundation (AIEF).

Individuals considering undergraduate or graduate level education in RIM should keep in mind the following financial assistance programs offered by the ARMA International Educational Foundation (AIEF): Undergraduate Tuition Reimbursement Program and the Graduate Scholarships. Under the Undergraduate Tuition Reimbursement Program, ten scholarships are currently granted for the fall semester and ten for the spring semester to support RIM practitioners who wish to earn an undergraduate degree to advance in the field. Nine graduate scholarships leading to the Masters or PhD degree are currently awarded each year under the Graduate Scholarships program. According to the AIEF website, “The types of course(s) that qualify for funding include, but are not limited to: Records Management; Records Technologies, Archival Administration; Information Science; Information Technology Management; Knowledge Management; Data Resources Management and Library Science.”²⁸ For more information or to apply, visit http://www.armaedfoundation.org/grants_scholarships.html

The AIEF offers two additional programs to “encourage development of the international records and information management community with an appropriately educated records and information management workforce”²⁹. Those programs are the Access Leadership Scholars and RIM Educational Reimbursement Scholarship. The Access Leadership Scholars program “provides financial support for current and future RIM practitioners striving for positions of greater responsibility that require a college degree. Funding is provided through a grant from

²⁷ ARMA International Educational Foundation, [International Directory of English Language Courses in Records and Information Management \(RIM\)](http://www.armaedfoundation.org/school_database/main.shtml) http://www.armaedfoundation.org/school_database/main.shtml

²⁸ ARMA International Educational Foundation, *Scholarships and Tuition Reimbursement Programs* http://www.armaedfoundation.org/grants_scholarships.html

²⁹ *Ibid.*



the ACCESS Corporation”³⁰. The RIM Educational Reimbursement Scholarship program provides RIM professionals with a \$750 one time reimbursement for conference fees, travel and lodging. For more information or to apply, visit http://www.armaedfoundation.org/grants_scholarships.html

While this section focuses on formal education programs, certificates, and training/education resources from professional associations and other resources (e.g. books and conferences) for core RIM functions, the same types of resources exist for the other information governance domains (i.e. IT, privacy, legal and security) discussed in Section 3.3. Therefore, RIM professionals may wish to seek out these types of resources to expand their knowledge to include all of the information governance domains.

³⁰ *Ibid.*



2.1 College Diplomas

In the United States an associate's degree is "the qualification given to a student by a junior college after successfully finishing two years of study."³¹ In Canada, that qualification is more commonly called a diploma. Associate's degrees in office administration, business technology, office systems, and similar disciplines often include one or more RIM courses. Some Canadian colleges also offer associate's degrees or diplomas in those disciplines.

Rarely is RIM the primary focus of an associate degree or college diploma. One exception is the Office Administration (Records and Information Management) diploma offered by College of the North Atlantic in Newfoundland. That program is described as follows: "This two-year diploma program incorporates a strong emphasis on office management, computer skills, and an intense study of records and information theories and practices. Major areas are Record Management Principles and Procedures, Document Production, and Office Management. Related areas include Communications (oral and written), Organizational Behaviour, and Human Resource Management."³² Examples of the RIM courses in the program are: Active and Semi-active Records; Management and Control of Records; and Information Security and Procedures.

2.2 University Degrees

This section discusses university degrees that specialize in or address RIM at the undergraduate and graduate levels.

2.2.1 Undergraduate Degrees

A few universities offer undergraduate degrees with a specialization in RIM. For example, the Charles Sturt University in Wagga Wagga, New South Wales (Australia) offers a part-time Bachelor of Information Studies by distance education over a six year period with a compulsory three-day course orientation, residential school scheduled at the beginning of the course (February and July). The degree is "designed to reflect the critical importance of information and knowledge management across a wide range of fields and institutions. The course provides students with an in-depth understanding of the creation, evaluation, collection, organisation, utilisation and dissemination of information in the contemporary."³³ One of the three specializations (the other two are librarianship, and information and knowledge management) is records and archives management. That specialization is described as follows:

³¹ Cambridge Dictionaries Online <http://dictionary.cambridge.org/dictionary/british/associate-s-degree>

³² College of the North Atlantic, *Office Administration (Records and Information Management)*
<http://www.cna.nl.ca/programs-courses/show-program-details.asp?program=28>

³³ Charles Sturt University, *Bachelor of Information Studies*
http://www.csu.edu.au/courses/undergraduate/information_studies/course-overview

“The Records and Archives Management specialisation introduces students to the world of government, corporate, community and personal recordkeeping. It explores international and Australian theory and practice including standards, legislation and ethical issues relating to the management of digital and analogue records. The emphasis is on building knowledge and skills that students can apply in a range of organisational contexts and in a climate of rapid change.”³⁴

Examples of courses in the records and archives management specialization include: Records, Archives, and Society; Records and Archives Practice; and Digital Preservation.

Another example is the Bachelor’s degree in Information Science at the University of Pretoria in South Africa. The University suggests that completion of that degree opens up the following career opportunities³⁵:

- Information manager (manages information and knowledge resources);
- Information specialist (organizes, retrieves and adds value to information);
- Information consultant (consults on information products, services and systems);
- Information broker (acts as an ‘infopreneur’ and buys and sells information products and services); and
- Systems specialist (develops and analyzes information systems).

At press time, the author was not able to identify any undergraduate RIM degree programs in Canada.

2.2.2 Graduate Degrees - Master’s and PhD

At the Master’s level, RIM is often a stream or area of specialization in an information studies/library science degree program. For example, archives and records management is one of the concentrations in the Master of Information degree offered by the University of Toronto’s Faculty of Information (iSchool). According to the iSchool’s website, graduates with the archives and records management specialization are “strongly equipped with the skills needed to thrive in the digital information economy and assume responsibility for the stewardship of born-digital and digitized materials.”³⁶ Students “explore the multiple perspectives that inform documentary practices over time and draw on diverse foundational disciplines”³⁷ including:

³⁴ *Ibid.*

³⁵ University of South Africa, *BIS Specializing in Information Science*
<http://web.up.ac.za/default.asp?ipkCategoryID=3688>

³⁶ Faculty of Information, University of Toronto, *Archives and Records Management*
<http://www.ischool.utoronto.ca/arm>

³⁷ *Ibid.*

- Management theories for organizational records;
- Archival theory of arrangement and description;
- Appraisal theories and practices for diverse organizations;
- Preservation principles and technology migration management; and
- History of records and record keeping.

If specialization in RIM is not offered, most Master's programs in information studies/library science offer at least one RIM course. Further, in other courses for which there is choice of assignment topic, a student may wish to choose a topic that will get him/her reading the literature and exploring the current issues in the RIM field. It may also be possible to obtain practical experience in RIM through course practicums, internships, co-op work terms, summer jobs, and potentially by volunteering (e.g. assisting a small non-profit organization to develop a structure for organizing the contents of a shared network directory and implement a clean-up).

Some universities such as San Jose State University (SJSU) offer Master's degree programs focused exclusively on records and archives management. SJSU's fully-online Master of Archives and Records Administration (MARA) is designed to prepare "students for careers as archivists, records managers, or information professionals who are ready to work in the emerging field of electronic records and digital asset management . . . students learn to use sophisticated technologies to organize, preserve, and provide access to a growing volume of digital and analog assets."³⁸ The MARA core competencies are³⁹:

- a) Articulate the ethics, values, and foundational principles of archives and records management professionals and appreciate the important role record keepers play in social memory and organizational accountability;
- b) Recognize the social, cultural, and economic dimensions of records, recordkeeping, and records use;
- c) Understand the evolution of information recordkeeping systems in response to technological change;
- d) Have expertise in the basic concepts and principles used to identify, evaluate, select, organize, maintain, and provide access to records of current and enduring value;

³⁸ San Jose State University, *Master of Archives and Records Administration program*
<http://slisweb.sjsu.edu/programs/master-archives-and-records-administration-mara>

³⁹ San Jose State University, *Master of Archives and Records Administration core competencies*
<http://slisweb.sjsu.edu/programs/mara/mara-core-competencies>



- e) Understand the system of standards and structures endorsed and utilized by the recordkeeping professions, particularly in the areas of electronic records and digital assets management;
- f) Apply fundamental management theories and principles to the administration of records and recordkeeping organizations;
- g) Know the legal requirements and ethical principles involved in records management and the role the recordkeeper plays in institutional compliance and risk management;
- h) Be conversant with current information technologies and best practices relating to records preservation and security; and
- i) Understand research design and research methods and possess the analytical, written, and oral communication skills to synthesize and disseminate research findings.

The Master of Information Management degree at Dalhousie University is an example of a Master's program designed for mid-career individuals. This limited enrollment, part-time program is for individuals with a minimum of five years' experience in the private, public, or NGO (non-governmental organization) sector. Interim credentials can be earned: Graduate Certificate in Information Management and Graduate Diploma in Information Management (after successfully completing three and six courses respectively). Courses are completed primarily by distance education and include, but are not limited to, courses on Organization of Information, Records Management, and Project Management. For more information, visit <http://www.dal.ca/academics/programs/graduate/information-management/program-overview.html>

It is also possible to complete a PhD with a focus on RIM at a graduate faculty of information studies/library science provided there is a faculty advisor to work with the student to develop an appropriate set of courses relevant to the student's research plan, provide advance study in the major area, and serve as the student's thesis supervisor at a later stage. Sometimes a different faculty advisor will serve as a student's thesis supervisor.



2.3 College/University Certificates

Essentially, “a certificate program teaches a particular set of content and then tests the attendee’s understanding of that content.”⁴⁰ Certificates, even certificates for the same domain or body of knowledge, vary considerably from one issuing body to another because each body may set its own eligibility requirements, program of study, and assessment mechanisms. Once an individual successfully completes the issuing body’s requirements and is awarded a certificate, s/he is not usually subject to maintenance requirements. The same is not true for some certifications as discussed in Sections 3.2 and 3.3.

As opposed to the relatively small number of RIM diploma or degree programs, several colleges and universities offer certificates in RIM. One example is the online Records and Information Management Certificate offered by Mohawk College in Hamilton, Ontario. The certificate’s program description reads as follows⁴¹:

“This program is designed to prepare you to operate a records management program in any organizational setting. With the increasing production of and demand for complex information and the widespread use of automated technologies, businesses, non-profit organizations and government agencies are striving to manage their information assets in an effective and efficient way. Records and information management programs contribute to the efficiency of an organization's operations by providing systematic control of information resources, from creation through use, storage and final disposition.”

The following courses comprise the certificate: Records and Information Management Fundamentals, Active Records Management, Document Management Technology, Archives, MS Office 2007, and Research and Reporting – LGS. Courses are offered on a semester basis, three times a year (fall, winter, and spring). All courses have a set start date, end date, and due dates for assignments.

Southern Alberta Institute of Technology (SAIT) Polytechnic in Calgary, Alberta is another example of a Canadian college offering a RIM certificate. SAIT’s Information and Records Management Certificate can be completed online or in the classroom. Some of the courses in that program include: Business Document Imaging, IRM Tools and Techniques, Enterprise Content Management, and Professional Communication and Presentation Skills. For more

⁴⁰ AIIM website, FAQ – *The Certified Information Professional Development Process: “What’s the difference between a certificate and a certification?”* <http://www.aiim.org/Training/Certification/FAQs/CIP-Development>

⁴¹ Mohawk College, *Records and Information Management Certificate* <http://www.mohawkcollege.ca/continuing-education/records-information-management.html>



information, visit <http://www.sait.ca/programs-and-courses/continuing-education/courses-and-certificates/information-and-records-management-certificate.php>

Some universities also offer RIM certificates as part of their continuing education curriculum. The iSchool Institute of the University of Toronto's Faculty of Information offers two RIM certificates online and in classroom (Toronto)⁴² in partnership with the university's School of Continuing Studies. The first level certificate, the Records Management Fundamentals Certificate, "provides the basics that people need when working with records, whether they are just getting into the field and have no prior knowledge or are currently records management practitioners without formal training who wish to strengthen their knowledge and understanding. It provides a well-rounded introduction to the value and theory of records management." Specifically, it "will help you develop the basic skills of the profession in records inventory, retention scheduling, classification, storage, and in planning and managing a records management program."⁴³ The Records Management Practice Certificate (i.e. the second level certificate) expands on the material in the fundamentals certificate and

"... focuses on the challenges facing the records management profession to effectively manage electronic records and to respond to the many forces in a changing information and business environment. The program begins with a consideration of laws affecting records management, and specifically describes the process for researching legislation to determine retention periods. Subsequent classes examine the major components in managing the electronic information of an organization and will provide an understanding of what is involved in developing and managing an electronic records management program and the role of records management in enterprise content management. Trends affecting the practice of records management in a changing environment are discussed in the closing course."⁴⁴

The practice certificate is directed towards individuals who have either completed the fundamentals certificate or can demonstrate equivalent knowledge through their work history.

⁴² In the past, these certificates were also offered in the classroom in Ottawa and Edmonton.

⁴³ University of Toronto, School of Continuing Studies, *Records Management Fundamentals Certificate* <http://learn.utoronto.ca/courses-programs/business-professionals/certificates/records-management-fundamentals>

⁴⁴ University of Toronto, School of Continuing Studies, *Records Management Practice Certificate* <http://learn.utoronto.ca/courses-programs/business-professionals/certificates/records-management-practice>



2.4 Professional Association Certificates and Training Programs

AIIM and ARMA International are the two main professional associations in the RIM industry that offer certificates or training programs. The certificates and training programs offered by each of those associations are described briefly below.

2.4.1 Training Programs Offered by AIIM

AIIM offers several programs, most of which are available in three streams: Practitioner, Specialist, and Master. AIIM defines those levels as follows⁴⁵:

- Practitioner programs cover the business drivers, methods and tools needed to understand the content and information management landscape.
- Specialist programs cover implementation strategies, project planning, execution, testing and deployment.
- The Master designation is granted to students who complete both Practitioner and Specialist programs, as well as a practical case study exercise.

Those streams are also the designations that are achieved by successfully completing a level in a training program. The requirements for achieving each level of a designation are as follows⁴⁶:

a) To become a Practitioner

- Option 1: Attend a 2-day Practitioner class and pass the online exam within six months of taking the class.
- Option 2: Take all Practitioner training modules online and pass the online exam at the end of each module.

b) To become a Specialist (where offered)

- Option 1: Attend a 2-day Specialist class and pass the online exam within six months of taking the class.
- Option 2: Take all Specialist training modules online and pass the online exam at the end of each module.

⁴⁵ AIIM, *AIIM Training Programs Brochure* <http://www.aiim.org/education/Documents/AIIM-Training-2pager.pdf>

⁴⁶ AIIM, *FAQs – Exams and Designations* <http://www.aiim.org/Training/Certificate-Courses/FAQs/Exams-and-Designations>



c) To become a Master (where offered)

- Option 1: a) Attend a 4-day Master class that includes the Practitioner and Specialist training programs in addition to case study exercises, b) pass the online exam within six months of taking the class, and c) produce and deliver to AIIM for approval within three months of taking the class a paper based on a workshop case study exercise.

Option 2 (for individuals already holding the Practitioner and Specialist designations for a training program): a) Attend a 2-day Master preparation workshop that includes the Practitioner and Specialist training programs in addition to case study exercises, b) pass the online exam within six months of taking the class, and c) produce and deliver to AIIM for approval within three months of taking the class a paper based on a workshop case study exercise. After earning a designation, an individual is entitled to use the associated logo and title on business cards, in email signatures, etc. For example, erm^p is the designation for the Electronic Records Management Practitioner while ecm^m is the designation for the Enterprise Content Management Master. The AIIM Education Advisory Groups are currently defining the designation renewal process.

AIIM's RIM training programs are summarized in Figure 8 below. For more information, visit <http://www.aiim.org/Training/Certificate-Courses>



Figure 8 – AIIM’s RIM Training Programs

Training Program	Program Overview	Training Level	Duration and Instruction Method
Business Process Management ⁴⁷	Learn how to map, design, and automate operational processes using a combination of strategies, change management, and technologies. Detailed information about the course content is provided in a data sheet available at the URL in footnote 47 below.	Business Process Practitioner	2-day in-person classroom format, or online (24/7, self-paced)
		Business Process Specialist	Online (24/7, self-paced)
		Business Process Master	3 day virtual live class, or 4 day in-person classroom format
Capture and Imaging ⁴⁸	Provides a systematic approach for: <ul style="list-style-type: none"> • Selecting appropriate capture formats based on the information to be captured and its intended uses • Indexing the captured information • Ensuring access to the captured information throughout its lifecycle The course consists of 10 modules that may be purchased individually or as a complete package leading to the AIIM Capture and Imaging Practitioner designation that is earned upon successful passing of the exam. Detailed information about the course content is provided in a data sheet available at the URL in footnote 48 below.	Capture Practitioner	Online (24/7, self-paced) Occasionally offered in a live, instructor-led virtual and in-person classroom format
Electronic Records Management ⁴⁹	Learn best practices and technologies for capturing and managing electronic records. Detailed information about the course content is provided in a data sheet available at the URL in footnote 49 below.	ERM Practitioner	2-day in-person classroom format, or online (24/7, self-paced)
		ERM Specialist	Online (24/7, self-paced)
		ERM Master	3 day virtual live class, or 4 day in-person classroom format
Enterprise Content	Learn best practices and technologies for managing content across the enterprise.	ECM Practitioner	2-day in-person classroom format, or online (24/7, self-paced)

⁴⁷ AIIM, *Business Process Management (BPM) Training Program* <http://www.aiim.org/Training/Certificate-Courses/Business-Process-Management>

⁴⁸ AIIM, *Capture and Imaging Training Program* <http://www.aiim.org/Training/Certificate-Courses/Capture-and-Imaging>

⁴⁹ AIIM, *Electronic Records Management (ERM) Training Program* <http://www.aiim.org/Training/Certificate-Courses/ERM/Overview>



Training Program	Program Overview	Training Level	Duration and Instruction Method
Management ⁵⁰	Detailed information about the course content is provided in a data sheet available at the URL in footnote 50 below.	ECM Specialist	Online (24/7, self-paced)
		ECM Master	3 day virtual live class, or 4 day in-person classroom format
Information Governance ⁵¹	Learn how to turn information chaos into information opportunities. Detailed information about the course content is provided in a data sheet available at the URL in footnote 51 below.	Information Governance Practitioner	
		Information Governance Specialist	Not available
		Information Governance Master	Not available
Managing Records and eDiscovery in SharePoint 2013 ⁵²	Learn how to best use SharePoint 2013 to manage records, ensure compliance, and prepare for civil litigation requests. Detailed information about the course content is provided in a data sheet available at the URL in footnote 52 below.	Managing Records and eDiscovery in SharePoint 2013 Practitioner	2-day in-person classroom format, or online (24/7, self-paced)
		Managing Records and eDiscovery in SharePoint 2013 Specialist	Not available
		Managing Records and eDiscovery in SharePoint 2013 Master	Not available
SharePoint for Collaboration ⁵³	Provides a strategy and structure for using native SharePoint capabilities to foster collaboration. Students learn how to use familiar content sharing tools and how to integrate social technologies into the SharePoint collaborative environment, all within a policies and permissions framework. The course consists of multiple modules that may be purchased individually or as a complete package leading to one or all of three levels of designation that are earned upon successful passing of an online exam:	SharePoint for Collaboration Practitioner	Online (24/7, self-paced)
		SharePoint for Collaboration Specialist	Occasionally, all levels of this course are also offered in a live, instructor-led classroom format – as a virtual webcast and in physical

⁵⁰ AIIM, *Enterprise Content Management (ECM) Training Program* <http://www.aiim.org/Training/Certificate-Courses/Enterprise-Content-Management>

⁵¹ AIIM, *Information Governance Training Program* <http://www.aiim.org/Training/Certificate-Courses/Information-Governance>

⁵² AIIM, *Managing Records and eDiscovery in SharePoint 2013 Training Program* <http://www.aiim.org/Training/Certificate-Courses/Managing-Records-and-eDiscovery-in-SharePoint-2013>

⁵³ AIIM, *SharePoint 2010 for Collaboration Training Program* <http://www.aiim.org/Training/Certificate-Courses/SharePoint-2010-Collaboration>



Training Program	Program Overview	Training Level	Duration and Instruction Method
	Practitioner, Specialist, and Master. Detailed information about the course content is provided in a data sheet available at the URL in footnote 53 below.	SharePoint for Collaboration Master	classrooms in select cities
SharePoint 2010 for Content Management ⁵⁴	Provides a strategy and structure for creating a SharePoint 2010 environment for managing enterprise content. The course consists of multiple modules that may be purchased individually or as a complete package leading to one or all of three levels of designation that are earned upon successful passing of an online exam: Practitioner, Specialist, and Master. Detailed information about the course content is provided in a data sheet available at the URL in footnote 54 below.	SharePoint for ECM Practitioner	Online (24/7, self-paced) Occasionally, all levels of this course are also offered in a live, instructor-led classroom format – as a virtual webcast and in physical classrooms in select cities
		SharePoint for ECM Specialist	
		SharePoint for ECM Master	
Taxonomy and Metadata ⁵⁵	Learn how to develop and optimize taxonomies and metadata models for improving information navigation, findability, and discovery. Detailed information about the course content is provided in a data sheet available at the URL in footnote 55 below.	Taxonomy and Metadata Practitioner	2-day in-person classroom format, or online (24/7, self-paced)
		Taxonomy and Metadata Specialist	Not available

⁵⁴ AIIM, *SharePoint 2010 for Content Management Training Program* <http://www.aiim.org/Training/Certificate-Courses/SharePoint-2010-Content-Management>

⁵⁵ AIIM, *Taxonomy and Metadata Training Program* <http://www.aiim.org/Training/Certificate-Courses/Taxonomy-Metadata/Overview>



Training Program	Program Overview	Training Level	Duration and Instruction Method
		Taxonomy and Metadata Master	Not available

In addition, AIIM offers a course (Selling Content Management) for content management sales professionals and channel partners. This course teaches solution providers how to engage prospects before the requirements have been set, educate the customer about their needs, tailor their messages accordingly, and take control over the buying cycle. This training is primarily offered as a private, on-premises course that is customized to the solution provider’s unique business.⁵⁶ Detailed information about the course content is provided in a data sheet available at the URL in footnote 56 below.

⁵⁶ AIIM, *Selling Content Management Training Program* <http://www.aiim.org/Training/Certificate-Courses/Selling-Content-Management>



2.4.2 Certificates Offered by ARMA International

ARMA International currently offers four certificates⁵⁷, as summarized in Figure 9 below.

⁵⁷ This table is based on information about each certificate, as accessed at <http://www.arma.org/r1/professional-development/certificate-programs>



Figure 9 – ARMA International’s RIM Certificates

Certificate	Certificate Overview	Level of Instruction	Duration and Instruction Method
Essentials of the Generally Accepted Recordkeeping Principles⁵⁸	<p>Learn how to apply The Principles to identify and address gaps in an information governance program and prepare it for virtually any legal challenge.</p> <p>Materials include the following online courses:</p> <ul style="list-style-type: none"> • Introduction to The Generally Accepted Recordkeeping Principles® • Applying the Principles to Achieve Organizational Excellence • The Principles and Legally Defensible Information Governance <p>Detailed information about the certificate is provided at the URL in footnote 58 below.</p>	Designed for both beginners and seasoned RIM professionals	Online
Essentials of Information Governance⁵⁹	<p>Designed to help professionals build the knowledge and skills they need to transition into more strategic, collaborative roles in their organizations.</p> <ul style="list-style-type: none"> • Days 1 and 2 focus largely on how to use the Generally Accepted Recordkeeping Principles® and the IG Maturity Model (IGMM) to identify and address business-related and risk-related gaps so the student can implement an information governance (IG) program that the key stakeholders will support. • Day 3 focuses on the types of management and change management skills an IG professional must have in order to move the organization’s IG goals forward. • Day 4 consists of ARMA International’s Information Governance Professional (IGP) preparatory workshop which previews what candidates will encounter on the road to attaining the IGP certification. <p>Detailed information about the certificate is provided at the URL in footnote 59 below.</p>	Not specified	4-day in-person classroom format
Essentials of RIM⁶⁰	<p>Includes the following courses:</p> <ul style="list-style-type: none"> • What is RIM? • Assessing and mitigating risk • Auditing basics for RIM professionals • Electronic records management 	Designed for entry-level information management professionals and other individuals whose jobs involve records, such as attorneys, paralegals, IT specialists, and	Online

⁵⁸ ARMA International, *Essentials of the Generally Accepted Recordkeeping Principles Certificate* <http://www.ama.org/r1/professional-development/certificate-programs/essentials-of-the-generally-accepted-recordkeeping-principles-certificate>

⁵⁹ ARMA International, *Essentials of Information Governance Certificate* <http://www.ama.org/r1/professional-development/certificate-programs/essentials-of-ig-certificate>

⁶⁰ ARMA International, *Essentials of RIM Certificate* <http://www.ama.org/r1/professional-development/certificate-programs/essentials-of-rim-certificate>



Certificate	Certificate Overview	Level of Instruction	Duration and Instruction Method
	<ul style="list-style-type: none"> • Managing physical records • Micrographics • Privacy and security in RIM • Records management and the law • Records retention and disposition • Vital records and business continuity • Records Management and the Law <p>The complete course outline is provided at the URL in footnote 60 below.</p> <p>Fee includes ten ARMA International publications such as <i>Records Management: Making the Transition from Paper to Electronic</i> and <i>How to Develop a Retention Schedule</i>.</p>	administrators	
<p>Professional Leadership⁶¹</p>	<p>According to ARMA International, the five courses in this certificate focus on the most important leadership roles and skills. The program includes “coaching styles, delivering feedback and constructive criticism, tips and techniques for time-management, negotiating deals, resolving conflict, preventing burnout and promoting recognition.”</p> <p>The following courses are included:</p> <ul style="list-style-type: none"> • How to Communicate More Effectively • Effective Coaching for Leaders • Strategies for Motivating Your Team • Keys to Successful Negotiation and Conflict Resolution • How to Improve Your Time Management Skills <p>Detailed information about the certificate and each of the courses is provided at the URL in footnote 61 below.</p>	Designed for individuals seeking “a simple and efficient way to enhance their key leadership skills”	Online

⁶¹ ARMA International, *Professional Leadership Certificate* <http://www.arma.org/r1/professional-development/certificate-programs/professional-leadership-certificate>



2.5 Other Resources

In addition to the formal education programs discussed above, many other resources can assist individuals to prepare for a RIM career or support knowledge-building by newcomers to the field. These resources (listed below) can also assist more experienced RIM practitioners to further develop their RIM knowledge by keeping abreast of regulatory and standards developments as well as technology issues, advances, and trends to enable them to better assist an organization to manage its records. In addition, a more experienced practitioner looking to move into management needs to think more strategically and less operationally so s/he will require resources about business management functions such as strategic planning and marketing.

- a) Webinars offered by professional associations (e.g. AIIM), vendors, and sometimes by consultants. Many webinars are offered free of charge or for a modest fee.
- b) Conferences and other education events (e.g. ARMA chapter meetings and workshops).
- c) Books published by ARMA International and other publishers, periodicals (e.g. *Information Management* magazine is published bi-monthly by ARMA International), and newsletters.
- d) Internet list serves and social media communities (e.g. LinkedIn groups such as Electronic Documents and Records Management Professionals).
- e) White papers and case studies published by vendors of RIM products/services and sometimes by consultants.

3.0 Records and Information Management Certifications

A certification tests an individual's knowledge and understanding of industry-accepted practices for specific tasks associated with a profession or body of knowledge. It is a formal assessment independent of any particular training course. Most certification programs have eligibility requirements, including minimum levels of education and/or experience, and require candidates to successfully complete one (or more) examinations. When an individual passes a certification exam, s/he is entitled to use a designation such as 'IGP' (Information Governance Professional). Some certifying bodies require certified individuals to maintain their certification by demonstrating that they are continuing to keep current in their knowledge and skills.

Some individuals use the terms 'certification' and 'certificate' interchangeably or believe that certification is achieved by completing a certificate program. Figure 10 below⁶² compares and contrasts 'certification' and 'certificate' to supplement the discussion of certification above and the discussion of certificates in Sections 2.3 and 2.4.

Figure 10 – Certification vs. Certificate

Certification	Certificate
Results from an assessment process	Results from an educational process
Usually requires some amount of education and/or professional experience	For both newcomers and experienced professionals
Awarded by a 3 rd party, standard-setting organization	Awarded by an educational institution, professional association or other body which is not a standard-setting organization
Indicates mastery/competency as measured against a defensible set of standards, usually by application or exam	Indicates completion of a course or series of courses with specific focus (not the same, however, as a degree granting program)
Standards are set through a defensible, industry-wide process (e.g. job analysis/role delineation) that results in an outline of required knowledge and skills	Course content is set in a variety of ways (e.g. faculty committee, instructor, etc.)
Usually results in a designation to use after one's name (e.g. CRM, IGP, etc.). May also result in a document to hang on the wall.	Usually listed in one's resume detailing educational achievements. May result in a document to hang on the wall.
A certified individual is often required to demonstrate that s/he meets ongoing requirements. Failure to do so normally results in decertification.	An end result, demonstrating knowledge of course content at the end of a set time period. No ongoing requirements to maintain the certificate.

⁶² This table is based on information on the CFRE International website, *Certificate vs. Certification* <http://www.cfre.org/apply/certificate-vs-certification/>. CFRE International provides voluntary certification of fundraising professionals.



3.1 The Benefits of Certification

Both individuals and employers benefit from certification.

3.1.1 Benefits for Individuals

There are many benefits to the individual in achieving professional certification. Most individuals pursue certification for reasons of career advancement, either in the short term (e.g. attempting to secure a salary increase) or in the longer term by planning for a higher level position in the future. There are several other motivations, however. Many will embark on this journey as part of their personal growth or development plan; they want to prove to themselves that they have mastered the knowledge of their discipline. Successfully attaining a certification, therefore, provides an opportunity for increased self-esteem and confidence. Studying to write a certification exam also provides an opportunity refresh one's knowledge of the exam subjects and, sometimes, gain additional knowledge. There is also the benefit of obtaining tangible documentation of one's knowledge and experience in the case of certifications for which the eligibility requirements also include specific experience. For some, certification results in an increased salary. The *2010 Records and Information Management Salary and Compensation Report* found a 31% higher annual median salary for individuals with certification when the U.S. median base salary in that report was analyzed by isolating Certified Records Managers (CRMs) from non-CRMs⁶³.

Individuals may perceive the value and importance of certification differently depending on the stage they're at in their careers. For example, someone who is relatively new to the profession may be motivated to achieve a certification to secure tangible documentation of his/her knowledge. Conversely, an individual with considerable industry experience may pursue certification to demonstrate credibility and advance to a more senior role with a commensurate salary increase.

Regardless of one's motivation, there are many RIM and RIM-related certifications from which to choose. No certification is necessarily better than another. What's important is for an individual to identify his/her career goals and select the certification(s) that best support the realization of those goals.

3.1.2 Benefits for Employers

For the employer, certifications have value because they are recognized proof of professional achievement. An employer can review the subjects or domains that are tested and be confident that an applicant (or an employee) has met a standardized level of education, knowledge, and/or experience in the field. Prospective employers often view a certification as

⁶³ Unfortunately, as stated in Section 1.4 of this chapter, that calculation cannot be performed for Canadians with the CRM certification because salary data was provided by an insufficient number of Canadian respondents.



demonstrating commitment to one’s profession. And for certifications such as the Certified Records Manager (or CRM) for which maintenance requirements apply, employers also often view job applicants (or employees) as having a commitment to lifelong learning to maintain their active credential.

Occasionally, employers of RIM practitioners, like employers in other professions, can be susceptible to credentialism (i.e. the over-emphasis on credentials when hiring or promoting staff). An employer may require, for example, a university degree for an entry-level position or a CRM designation for a relatively junior position despite the fact that the job can be done perfectly well by applying skills acquired through experience and/or less rigorous study (e.g. completion of a certificate). In an ideal world, hiring managers would work with an organization’s human resources professionals and RIM subject matter experts to determine the appropriate combination of education and experience for each RIM position and appropriately specify requirements (or preferences) for RIM certifications.

3.2 RIM Certifications: CIP, CRM, and IGP

Certifications marketed to records and information management practitioners are described below in terms of their eligibility, examination, and certification maintenance requirements. The certifications in Figure 11 below are discussed:

Figure 11 – RIM Certifications and Certification Bodies

Certification	Certification Body	URL
Certified Information Professional (CIP)	AIIM	www.aiim.org/Training/Certification
Certified Records Manager (CRM)	Institute of Certified Records Managers	www.icrm.org
Information Governance Professional (IGP)	ARMA International	www.arma.org/r2/igp-certification

For ease of reference, Figure 12 below compares those requirements for each of the three certifications. The table also provides current pricing for application, exam, and certification maintenance fees.



Figure 12 – Comparison of Eligibility, Examination and Certification Maintenance Requirements

Certification	Eligibility Requirements	Examination Requirements	Certification Maintenance Requirements	Current Fees (USD)
CIP	<p>No application process or eligibility requirements. You don't have to be a member of AIIM to take the exam.</p> <p>AIIM recommends candidates have a minimum of 3 years' experience and increasing responsibility in one or more topical areas, or a bachelor's degree in an information management-related discipline (library science, information technology, information security, etc.) + 1 year of experience</p>	<p>One exam of 100 multiple choice questions to be completed within 120 minutes (2 hours)</p> <p>Passing score = 560 on a scale of 200-800</p>	<p>Recertify every 3 years under one of two options:</p> <p>a) Retake the CIP exam and pay the applicable exam fee, or b) Complete and document 45 Continuing Education Units (CEUs) over a 3 year period and pay the applicable AIIM fee for this option (one contact hour of relevant education counts as 1 CEU)</p>	<p><u>Application fee:</u> N/A</p> <p><u>Exam fee:</u> \$265 USD</p> <p><u>Recertification fee:</u></p> <p>a) Exam fee in 3rd year, or b) \$75 USD for the 3-year period for AIIM Professional members or \$150 USD for non-members who recertify via the CEUs option</p>
CRM	<p>Application process</p> <p>Eligibility requirements:</p> <p>a) Minimum acceptable education is graduation from high school (completion of 12 grades) or equivalent (e.g. GED certificate) + 5 years of professional level RIM work experience</p> <p>b) Preferred education is a 4 year (bachelor's) degree from an accredited institution of higher education + 1 year of professional level RIM work experience (graduate degree implies completion of</p>	<p>One exam of 100 multiple choice questions to be completed within 80 minutes for <u>each</u> of the Parts I to V exams (5 exams total)</p> <p>One Part VI case study exam (two, 50 point business cases each requiring an essay response – select 2 of the 3 cases presented) to be completed within 240 minutes (4 hours)</p> <p>Passing score = 70%</p> <p>A candidate must pass all 6 exams within a period of 5 consecutive years</p>	<p>Complete and document 100 contact hours of approved educational activity (4 categories) in each 5 year cycle</p>	<p><u>Application fee:</u> \$100 USD</p> <p><u>Exam fee:</u></p> <p>a) Parts I – V: \$100 USD/exam (exams written in Canada or the US) or \$125 USD/exam (exams written in all other countries)</p> <p>b) Parts I – V: \$150 USD (exam written in Canada or the US) or \$175 USD (exam written in all other countries)</p> <p><u>Certification maintenance fee:</u> \$200 USD (annual dues)</p>



Certification	Eligibility Requirements	Examination Requirements	Certification Maintenance Requirements	Current Fees (USD)
	<p>bachelor degree)</p> <p>Various combinations of education and professional RIM work experience are acceptable:</p> <ul style="list-style-type: none"> i. Bachelor degree + 1 year professional level RIM work experience ii. 3 years college + 2 years professional level RIM work experience iii. 2 years college + 3 years professional level RIM work experience iv. 1 year college+ 4 years professional level RIM work experience v. High school diploma (or equivalent) + 5 years professional level RIM work experience 			
<p>IGP</p>	<p>Application process Eligibility requirements:</p> <ul style="list-style-type: none"> a) 4-year degree (bachelor’s degree or global equivalent) + a minimum of 3 years of management or leadership experience in any of the following fields: RIM (including archives), law, compliance, audit, IT, privacy, or security, or b) Secondary degree (high school diploma, associate’s 	<p>One exam of 140 multiple choice questions (of which 15 are pretest questions which are not scored) to be completed within 165 minutes (2 hours + 45 minutes)</p> <p>Passing score is not publicized</p>	<p>Complete and document 60 contact hours of educational event attendance or professional activities (6 categories) in each 3 year cycle</p> <p>10 hours are required in each of Legal and IT and the remaining 40 hours are at the individual’s discretion</p>	<p><u>Application and exam fee:</u> \$599 USD</p> <p><u>Certification maintenance fee:</u> Not applicable</p>



Certification	Eligibility Requirements	Examination Requirements	Certification Maintenance Requirements	Current Fees (USD)
	degree, or global equivalent) + a minimum of 6 years management or leadership experience in any one of the fields listed in a) above Experience must include management of staff or overseeing the direction of work of a department, organization, function, or major project or initiative related to one of the fields listed above			

Notes:

- a) Additional costs may apply as follows:
- Exams (e.g. books, study preparation fees, exam study time, time and expenses to travel to the testing centre, and rewrite fees (if applicable)).
 - Certification maintenance (e.g. registration/enrollment fees for acceptable certification maintenance activities such as a university course, attendance at an ARMA chapter education event, etc.), time to complete certification maintenance activities, and any associated expenses (e.g. travel and accommodation for conference attendance).

3.2.1 Certified Information Professional (CIP)

Established in 2012, the CIP (or Certified Information Professional) is a relatively new certification in the RIM industry. At press time, there were approximately 880 CIPs worldwide in more than 42 countries. The CIP is awarded by AIIM (Association for Information and Image Management), a non-profit organization which describes its mission as helping individuals and their organizations “survive and thrive in the era of Information Chaos”.⁶⁴

The CIP certification arose from AIIM’s belief that “. . . the role of information professionals is changing, and changing very quickly. The value-add for information technology in organizations is rapidly shifting from the technology per se to the stewardship, optimization, and application of the information assets themselves.”⁶⁵ AIIM then consulted with industry stakeholders to “define the body of knowledge necessary for these new information professionals to be successful [and] built a certification and test based upon this body of knowledge”.⁶⁶ AIIM’s belief in the information professional’s changing role was influenced by a 2011 Gartner report which stated:

“The vast majority of organizations see the need to manage information as an enterprise resource rather than in separate “silos,” departments or systems, but they don’t know how to begin to address the challenge, as it is so large ...Professional roles focused on information management will be different to that of established IT roles...An “information professional” will not be one type of role or skill set, but will in fact have a number of specializations.”⁶⁷

and reinforced in a 2012 report by Foote Partners which stated:

“Gone is the tendency to hire specialists and large teams of limited range permanent staff for long-term initiatives. New models require smaller teams made up of multitaskers and multidimensionally skilled workers with subject matter expertise, business savvy, technology skills, and a range of appropriate interpersonal and “political” skills.”⁶⁸

While AIIM believes “there are a wide variety of audiences for whom the CIP is directly relevant in understanding the challenges – and opportunities – associated with the revolution that is

⁶⁴ AIIM website, *About AIIM* <http://www.aiim.org/About>

⁶⁵ AIIM, *The Rise of the Information Professional: A Career Path for the Digital Economy*, 2012, page 4 <http://www.aiim.org/pdfdocuments/Rise-of-the-Information-Professional-White-Paper.pdf>

⁶⁶ *Ibid.*

⁶⁷ Gartner Inc., *CIO Alert: The Need for Information Professionals* by Debra Logan and Regina Casonato, 2011 as cited in *The Rise of the Information Professional: A Career Path for the Digital Economy*, 2012, page 4

⁶⁸ Foote Partners, *IT Skills Demand and Pay Trends Report* by David Foote, 2012 as cited in *The Rise of the Information Professional: A Career Path for the Digital Economy*, 2012, page 4



occurring in information management”⁶⁹, AIIM also believes the CIP will help RIM practitioners, legal staff, and archivists to:

- Demonstrate a broad understanding of all information assets, not just records;
- Demonstrate value of information and how to exploit it, rather than simply focusing on compliance;
- Become involved in projects in the planning phase, not just at the end; and
- Enhance existing skills and develop new ones to become more relevant and competitive in the marketplace.⁷⁰

As shown in Figure 13 below, the practice of records management falls under the ‘Secure/ Preserve’ domain.

AIIM has positioned the CIP as a broad certification that assesses understanding of a variety of information-related technologies and processes. Further, as shown in the following FAQ item from its website, AIIM views the CIP certification as being complementary to other, “more focused certifications” such as the CRM or the PMP (Project Management Professional):

“Does the CIP compete with the CRM (or PMP, or CDIA+, etc.)?”

To some extent, insofar as no one person or organization has unlimited resources to spend on every certification in the book. But most of the certifications in the marketplace today focus on very deep coverage of a very narrow area. A Project Management Professional knows a lot about project planning and execution - but may not know very much about how to capture and maintain project artifacts over time. Similarly, a Certified Records Manager knows a great deal about retention schedule development and vital records, but may have little exposure to other information-related systems and concerns. The Information Certification, in contrast, targets those professionals who have to interact with those highly specialized roles. It's a very broad certification that assesses understanding of a variety of information-related technologies and processes. As such, it is very complementary to more focused certifications and allows an information

⁶⁹ AIIM, *The Official AIIM CIP Study Guide*, page 5
<http://www.aiim.org/Membership/Professional/Toolkits/MO2011-CIPStudy> (Note: Access to the study guide is restricted to AIIM Professional Members)

⁷⁰ *Ibid.*, page 6

professional to demonstrate both deep expertise in a specific area and a broader understanding of how it relates to other areas.”⁷¹

As mentioned previously, only approximately 880 individuals have achieved the CIP certification since its debut in 2012. Given its positioning and the fact that the competencies involved in obtaining this certification are broader than traditional RIM, it would be interesting to know the professional background of CIP candidates and CIP holders. Only that way will we understand how widely this new certification is being adopted.

3.2.1.1 CIP Eligibility Criteria

Unlike the Certified Records Manager (CRM) certification, there is no application process or mandatory education and experience qualifications for writing the CIP exam. However, AIIM “recommends candidates to have a minimum of three years’ experience and increasing responsibility in one or more topical areas, or a bachelor’s degree in an information management-related discipline (library science, information technology, information security, etc.) plus one year of experience.”⁷² According to AIIM, “The path to CIP should be simple for information professionals who already have expertise in one or more knowledge domains.”⁷³

3.2.1.2 CIP Exam

When a candidate is ready to write the exam, s/he simply schedules an appointment online with the testing centre (Prometric, <https://www.prometric.com/en-us/Pages/home.aspx>) which offers the computer-based CIP exam year-round. The 120 minute (2 hour) exam consists of 100 multiple choice questions covering the following six domains, with each domain weighted as shown in Figure 13⁷⁴ below:

⁷¹ AIIM website, *FAQ – The Certified Information Professional Development Process: “Does the CIP compete with the CRM (or PMP, or CDIA+, etc.)?”*, <http://www.aiim.org/Training/Certification/FAQs/CIP-Development>

⁷² AIIM website, *Get Certified* <http://www.aiim.org/Training/Certification/Get-Certified>

⁷³ AIIM website, *Get Prepared* <http://www.aiim.org/Training/Certification/Get-Prepared>

⁷⁴ AIIM website, *Certified Information Professional Training Videos* <http://education.aiim.org/Training/Certification/Get-Prepared/Videos/Overview?refresh=1>

Figure 13 – CIP Knowledge Domains and Weights

Knowledge Domain	Focus Area/Sub-domain	Weight
Access/Use	Enterprise search, business intelligence, master data management, and text analytics	12%
Capture/Manage	Information capture, business process management, knowledge management, email management, and content management	20%
Collaborate/Deliver	Collaboration, social media, information workplace, instant messaging, telecommuting support, and web conferencing	18%
Secure/Preserve	Security, records management, data privacy, digital rights management, archiving, and e-discovery	20%
Architecture/Systems	Information architecture, technical architecture, cloud computing, mobile applications, and websites and portals	15%
Plan/Implement	Strategic planning, building the business case, implementation planning, requirements definition, solution design, and change management	15%

A passing score is 560 on a scale of 200-800. Because the exam is computer-graded, candidates receive their test score immediately upon completing the exam.

AIIM has developed the following free resources to help candidates prepare to write the CIP exam:

- a) A self-assessment exam to assess areas of strength and weakness. An individual can request detailed feedback showing the questions s/he answered incorrectly, thus receiving valuable insight to help shape his/her future exam preparation.
- b) An online library of video tutorials categorized by the six CIP knowledge domains and further broken down by focus areas/sub-domains. Each 5-7 minute video focuses on one knowledge statement or area from the exam.

AIIM Professional Members can also download the *CIP Study Guide* which addresses all knowledge domains covered on the exam. The study guide is available for download at <http://www.aiim.org/Membership/Professional/Toolkits/MO2011-CIPStudy>.

AIIM is also in the process of establishing a partner program for the delivery of courses to help candidates prepare to write the CIP exam. The self-assessment exam, video tutorial library, and information on the forthcoming training partner program are available at <http://www.aiim.org/Training/Certification/Get-Prepared>. AIIM also encourages candidates to consider forming a study group.



Use of these resources is optional. The AIIM website states: “A number of Information Certified professionals have completed the exam with no formal training, relying on their broad work experience and expertise.”⁷⁵

3.2.1.3 CIP Certification Maintenance

A CIP is required to recertify every three years under one of two options:

1. Retake the CIP exam and pay the applicable exam fee. AIIM intends to regularly update the exam.
2. Take and submit verification of 45 continuing education units (CEUs) over a three year period and pay a fee for the three year period. A maximum of 25 CEUs may be earned in one year.

One contact hour of ‘relevant’ education is equivalent to one CEU. Relevant education includes:

- a) AIIM-provided education (e.g. AIIM certificate program courses, chapter meetings, or webinars), and
- b) Non-AIIM provided education (e.g. events, courses, etc. provided by other associations such as ARMA International, the Business Forms Management Association (BFMA), or the Project Management Institute (PMI), or events, courses, etc. provided by vendors).

3.2.2 Certified Records Manager (CRM)

Incorporated in 1975, the Institute of Certified Records Managers (ICRM) is “an international certifying organization of and for professional records and information managers.”⁷⁶ This independent non-profit organization is administered by a Board of Regents in accordance with the institute’s constitution and by-laws. Contrary to popular belief, the ICRM operates independently of ARMA International (ARMA); however, the ICRM is the official certifying body for ARMA and many holders of the CRM certification are also ARMA members. The ICRM is also the official certifying body of the Nuclear Information and Records Management Association (NIRMA), awarding the Nuclear Information and Records Specialist (NS) certification to a CRM who passes a Part VII exam that tests for industry-specific RIM knowledge not included in any of the current CRM examinations. **As of November 4, 2014, worldwide CRM membership had grown to 978 active (i.e. not retired) Certified Records Managers from only 40 in 1975. Also at that date, just over 9% of active CRMs resided in Canada with 39% of those individuals residing**

⁷⁵ AIIM website, FAQ – Exam Preparation: “Do I have to take a training class?”

<http://www.aiim.org/Training/Certification/FAQs/Exam-Preparation>

⁷⁶ ICRM website, home page <http://www.icrm.org/>

in Ontario, 27% in Alberta, and 13% in British Columbia. The remainder reside in Manitoba, Newfoundland, New Brunswick, Nova Scotia, Quebec, and Saskatchewan.

The CRM, or Certified Records Manager, designation provides “a standard by which persons involved in records and information management . . . [may] be measured, accredited, and recognized according to criteria of experience and capability established by their peers.”⁷⁷ According to the ICRM, the “CRM credential provides a strong foundation of core skills and competencies for the RIM professional”⁷⁸ and attaining “the CRM designation is based on educational background, professional work experience, and the passing of a six part examination.”⁷⁹

The CRM certification is viewed as the ‘gold standard’ of the RIM profession by many practitioners and employers. It is the oldest and most established RIM certification. It represents the traditional core competencies of the RIM profession and it is relatively difficult to achieve given the requirement to pass five multiple choice and one case studies exam. It is also the only one of the RIM certifications which tests candidates on their analytical and report writing skills, crucial skills when making recommendations and dealing with senior management and other stakeholders. It will be interesting to see whether the number of CRMs grows due to the ICRM’s relaxing of the requirements for professional level experience or whether numbers remain constant. Although neither the CIP nor the IGP have been positioned to compete with the CRM, it will be interesting to see more RIM practitioners gravitate to the less onerous application, examination, and certification maintenance requirements of those certifications in the future.

3.2.2.1 CRM Eligibility Criteria

A candidate is required to apply to write the CRM exam. The ICRM’s Certification Standards Committee reviews and evaluates each applicant’s credentials to determine whether the qualification requirements have been met. An applicant will not be considered a ‘CRM candidate’ and will not be scheduled to write the exam until his/her application has been approved.

An applicant must satisfy a combination of education and experience requirements as follows: “Applicants who properly demonstrate achievement of a 4-year (bachelor’s) degree from an accredited institution of higher education must also demonstrate one year of professional Records and Information Management (RIM) experience. Alternatively, one year of

⁷⁷ ICRM website, *About Certification* <http://www.icrm.org/about/>

⁷⁸ ICRM website, *What are the Advantages of Being a Certified Records Manager (CRM)?*

<http://www.icrm.org/wp-content/uploads/2012/09/Advantages-of-Being-A-Certified-Records-Manager-CRM.pdf>

⁷⁹ ICRM website, *About Certification – The Certification Process* <http://www.icrm.org/about/>



professional Records and Information Management (RIM) experience can be substituted for each year of college education.”⁸⁰ Therefore, a candidate with a high school education would need a minimum of 5 years of professional experience. These qualification requirements took effect August 31, 2011 when the ICRM’s Board of Regents unanimously voted to reduce the requirements for professional level experience. Prior to the change, a sliding scale of education and experience applied (i.e. the higher the level of one’s education, the fewer years of professional experience required). For example the previous education and experience matrix required an applicant with a high school diploma to have 11 years of professional experience while a candidate with a 4 year (bachelor’s) degree needed 3 years of professional experience. The then Chair of the ICRM’s Board of Regents explained the revised education and experience qualifications as follows:

“The exams really stand on their own now. This is the industry’s most rigorous series of exams, culminating in the credential that has been respected for the last 36 years.

We’re pleased to make the application process more approachable for potential candidates, without the need for them to jump through administrative hurdles of proving areas of expertise. The exams prove an applicant’s professional work experience quite adequately.”⁸¹

Candidates are required to submit external, written verified proof of education (e.g. transcripts) and experience. Experience documentation may include job descriptions or a letter from an employer for each professional level position held (for RIM practitioners), letters differentiating acceptable experience from sales work (for RIM vendors and consultants), and syllabi of courses taught and letters from department heads (for full-time RIM faculty). Further, to be deemed ‘acceptable’ by the ICRM, a candidate’s professional level experience must be from any of the following categories:

- Conducting surveys and studies;
- Developing, designing, and implementing RIM systems;
- Direct managerial/operational RIM program responsibility; and/or
- Teaching courses in RIM for an accredited institution of higher education on a full-time basis.

⁸⁰ ICRM website, *About Certification – Education* <http://www.icrm.org/about/>

⁸¹ ARMA International website, *ICRM Announces New Qualification Standards* <http://www.arma.org/r1/publications/general-arma-news---main/2011/11/18/icrm-announces-new-qualification-standards>

3.2.2.2 CRM Exams

The CRM exam is a six part exam: the first five parts are multiple choice exams each consisting of 100 questions and the final, Part VI exam consists of two case studies. A candidate may take the first five parts in any sequence or “sit for Parts I to V of the examination at one time.”⁸² However, a candidate may only take the Part VI exam after passing each of the first five exams. The computer-based exams are administered in English only⁸³ at Pearson VUE testing centres (<http://www.pearsonvue.com/>). According to *The CRM Handbook*:

“Parts I through VI are offered Monday through Friday in the first and second full weeks of February, May, August and November each year. Candidates may select the day, time and location that meet their particular schedule. Candidates who have passed Parts I through V may, if a test site is available, take Part VI in the same cycle after they have passed the last of Parts I through V. (Due to the short time frame for this extended registration, there is no guarantee a site will be available.)”⁸⁴

The exams cover “general management principles and all aspects of recordkeeping from creation, management, control, storage and disposition, through in-depth areas of recordkeeping technologies.”⁸⁵ The first five exams are divided by subject as follows:

- Part I – Management Principles and the RIM Program;
- Part II – Records and Information: Creation and Use;
- Part III – Records Systems, Storage and Retrieval;
- Part IV – Records Appraisal, Retention, Protection and Disposition; and
- Part V – Technology.

Questions in the exams are “based on fundamental records and information management practices, and are meant to represent the best practices in the industry.”⁸⁶ A candidate has 80 minutes to complete each of the first five exams. Because that works out to 48 seconds per question, a candidate needs to have a good knowledge base and be able to perform well under pressure.

⁸² ICRM website, *About Certification – Taking the Examination* <http://www.icrm.org/about/>

⁸³ Upon advance request, a candidate whose native language is not English is entitled to an additional 20 minutes of test time to complete each of the Parts I to V exams and an additional 60 minutes of test time for the Part VI exam.

⁸⁴ Institute of Certified Records Managers, *The CRM Handbook*, page 12 http://www.icrm.org/wp-content/uploads/2014/07/ICRM_Handbook_2014-07-16_17th_Ed-Final.pdf

⁸⁵ ICRM website, *What are the Advantages of Being a Certified Records Manager (CRM)?* <http://www.icrm.org/wp-content/uploads/2012/09/Advantages-of-Being-A-Certified-Records-Manager-CRM.pdf>

⁸⁶ Institute of Certified Records Managers, *The CRM Handbook*, page 12 http://www.icrm.org/wp-content/uploads/2014/07/ICRM_Handbook_2014-07-16_17th_Ed-Final.pdf



In Part VI, CRM candidates are required to leverage their knowledge of the subjects tested in the first five exams plus their RIM experience “by writing two business case studies that demonstrate their ability to apply and convey their knowledge to upper management, clients, and other constituents.”⁸⁷ Candidates are required to analyze hypothetical but real-world problems, use managerial judgement and tone, and make recommendations in a clear and concise written format as they complete two, 50 point case studies. Candidates select two of the three case studies presented in the exam. Part VI must be completed within four hours.

The Parts I to V multiple choice exams are computer graded so a candidate usually receives his/her exam score immediately after completing each exam. Candidates receive individualized feedback before leaving the testing centre. This feedback “consists of the outline parts of that particular part that contained the questions missed. Candidates can then use that feedback to guide their further study.”⁸⁸

Part VI exams are graded by Certified Records Managers who are expected to provide narrative feedback – both positive and negative – on a candidate’s “technical knowledge, writing ability, problem analysis, and appropriateness of answer.”⁸⁹ Each of a candidate’s case study responses is graded by different CRMs.

The passing grade for each exam part is 70% and a candidate may retake any part of the exam as often as necessary, provided the candidate does so within five years from the date s/he passed the first examination and upon payment of the applicable retesting fee. Part VI grades of 60-69% are automatically re-graded by different graders before the grade is issued and a candidate who fails the Part VI exam by less than eight points (63%-69%) may appeal the failing grade if s/he has a legitimate reason to believe there was a grading error.

There is a five consecutive year time limit to pass all six parts of the exam. The following process applies if a candidate does not meet that time requirement: “If a Candidate fails to do so, they must reactivate their eligibility and the part(s) taken and passed initially must be repeated so that the passing of all parts occurs consecutively within a five-year period. The time for passing the exam begins from the date of approval as a Candidate, or the date of Reactivation.”⁹⁰

⁸⁷ ICRM website, *What are the Advantages of Being a Certified Records Manager (CRM)?*
<http://www.icrm.org/crm-advantages/>

⁸⁸ Institute of Certified Records Managers, *The CRM Handbook*, page 15 http://www.icrm.org/wp-content/uploads/2014/07/ICRM_Handbook_2014-07-16_17th_Ed-Final.pdf

⁸⁹ *Ibid.*, page 15

⁹⁰ Institute of Certified Records Managers, *The CRM Handbook*, page 14 http://www.icrm.org/wp-content/uploads/2014/07/ICRM_Handbook_2014-07-16_17th_Ed-Final.pdf



There is no one course or educational program that teaches all of the content covered by the CRM exam; consequently, most candidates prepare to write the exam through self-study. **The CRM Handbook published by the ICRM** is an invaluable resource for understanding the topics on which the exam questions are based. It also provides sample questions and a bibliography of books for each subject area in the exam. ARMA International also recently began selling study packs corresponding to the topics addressed in the Parts I to V exams⁹¹. In conjunction with the annual ARMA International conference, the ICRM usually offers a two day pre- or post-conference workshop which includes the opportunity to take practice exams under timed conditions. Those workshops are sometimes offered in other parts of the United States and Canada. Some candidates find it helpful to have a mentor, particularly for the Part VI exam. CRMs serve as mentors in the ICRM's mentoring program and some ARMA Chapters have established study groups led by a member who holds the CRM designation.

3.2.2.3 CRM Certification Maintenance

To remain a CRM in good standing and be authorized to use the designation of CRM, a Certified Records Manager must pay annual dues and conform to the ICRM's *Code of Ethics*⁹². In addition, because the ICRM "believes it is vital that Certified Records Managers remain current in the dynamic field of records and information management"⁹³, s/he must fulfill the requirements of the ICRM's Certification Maintenance Program (CMP). The CMP was established "to ensure members maintain professional competence, update existing knowledge and skills, and attain new or additional knowledge and skills."⁹⁴ A CRM is required to complete 100 contact hours of approved educational activity during each five year cycle following initial certification. A maximum of 30 points may be awarded for a single activity within a category. Qualifying educational activities are grouped under the following **four** categories **(reduced from 11 categories effective July 16, 2014)**:

- 1) **Attend**: Attend a meeting, seminar, webinar, conference, employer-sponsored activity, college/university/correspondence course or certificate program. Educational content of the course or program must relate to the CRM exam outline.
- 2) **Present**: Teach/lecture/present/panel participation. "Live audience" instruction and/or presentations, webinar/webcast presenter. Also includes in-house RIM training and/or management presentations.

⁹¹ ICRM website, *Exam Preparation Resources – ARMA Study Packs* <http://www.icrm.org/exam-preparation-resources/>

⁹² ICRM website, *Governance – Code of Ethics* <http://www.icrm.org/about/code-of-ethics/>

⁹³ Institute of Certified Records Managers, *The CRM Handbook*, page 16 http://www.icrm.org/wp-content/uploads/2014/07/ICRM_Handbook_2014-07-16_17th_Ed-Final.pdf

⁹⁴ *Ibid.*



3) **Publish:** Articles, monographs, whitepapers and books. Published articles may appear in a formal publication of regional or national distribution, or published in an electronic format on the internet or company intranet. Content must be related to the CRM exam outline. Reprints of published materials do not qualify for points.

4) **Other:** Work-related activities or other RIM-related activities. Other activities, including on-the-job and other miscellaneous activities, may qualify for points if the activity results in (1) a work product or (2) the development of knowledge for the individual or the RIM field. To gain points for these activities, a CRM must be able to identify what RIM-related knowledge was gained and where the activity falls in the CRM exam outline.

Effective May 1, 2014, CMP requests for events lasting ½ to two hours are being automatically approved by the online CMP submission system and it is not necessary to include supporting documentation with a request. CRMs are responsible for ensuring that their requests map to the areas of the CRM exam outline and for providing a description that includes both the sponsor and the session title. They are also encouraged to retain their supporting documentation for at least one year because the ICRM's Regent, Certification Maintenance may request additional information or documentation about any or all requests.

All other requests (i.e. requests for activities greater than 2 points) must be verified through the submission of documentation acceptable to the ICRM. Further, documentation for those requests must be received by the ICRM within 30 days of the application date or the request will be denied.

Requests for CMP points are made online. CRMs who are unable to submit online requests are encouraged to contact the ICRM's administrative office for instructions.

There is a provision to carry over to the next five year cycle up to 50 CMP points earned during the last year of a cycle provided those points exceed the required 100 hours needed to maintain certification in the current cycle.

A CRM who fails to complete 100 contact hours of approved activity in a 5 year cycle will "receive formal notice indicating that they are no longer eligible to use the CRM designation and will be dropped from the ICRM rolls. Restoration of lost certification can be achieved only by submitting a Reinstatement Application within 5 years of de-certification, include the required fee to become a Reinstatement Candidate, and pass Part IV of the exam. A Reinstatement Candidate must retake and pass Part IV of the CRM examination within 5 years."⁹⁵

⁹⁵ ICRM website, *Certification Maintenance General Information* <http://www.icrm.org/cm-general-info/>



3.2.3 Information Governance Professional (IGP)

The newest RIM industry certification is the IGP, or Information Governance Professional. It is awarded by ARMA International (ARMA), a not-for-profit professional association established in 1955 which describes itself as “the authority on governing information as a strategic asset.”⁹⁶ According to its website, ARMA’s “approximately 27,000+ members include information managers, information governance professionals, archivists, corporate librarians, imaging specialists, legal professionals, IT managers, consultants, and educators, all of whom work in a wide variety of industries, including government, legal, healthcare, financial services, and petroleum in the United States, Canada, and more than 30 other countries around the globe.”⁹⁷

A certified Information Governance Professional “creates and oversees programs to govern the information assets of the enterprise. The IGP partners with the business to facilitate innovation and competitive advantage, while ensuring strategic and operational alignment of business, legal, compliance, and technology goals and objectives. The IGP oversees a program that supports organizational profitability, productivity, efficiency and protection.”⁹⁸ ARMA further describes the position of an IGP as follows⁹⁹:

“Information governance professionals are strategic in nature. They are in or work with those in the highest levels of the organization. Their span of control and influence is broader than traditional RIM and is heavily influenced by information technology. The IGP also takes on a proactive role in identifying opportunities and business needs that are not being met, determining what content an organization should create and how it can be effectively used within the organization.

IGPs routinely interact with those key functional areas that are necessary to implementing and maintaining good information governance; in addition to IT, they frequently interact with legal/compliance, records management, and business unit leaders. They have a firm grasp on key interdisciplinary strategies required to respond to litigation, implement new systems, and incorporate new technologies – in short, to do all of the things that are characteristic of good information governance!

⁹⁶ ARMA International website, *Who We Are* <http://www.arma.org/r2/who-we-are>

⁹⁷ *Ibid.*

⁹⁸ ARMA International website, *Information Governance Professional Competency Domains* <http://www.arma.org/r2/igp-certification/domains>

⁹⁹ ARMA International website, *IGP FAQ: “What does the information governance professional’s job look like?”* <http://www.arma.org/r2/igp-certification/igporigin>

Finally, they are able to communicate effectively with the C-suite in order to achieve support – both financially and rhetorically – for the way all information is handled within the organization.

ARMA developed the IGP certification to “provide an information governance credential within an ethical and professional framework to support individuals to deliver organizational value and reduce risk”¹⁰⁰ and recognize “the efforts of those professionals who are most accomplished with respect to the implementation of the Generally Accepted Recordkeeping Principles®.”¹⁰¹ While the IGP certification is seen as “one of the natural career paths for anyone in the RIM profession” it is also positioned to appeal to “others in careers concerned about various aspects of information governance.” ARMA therefore describes the positioning of the IGP certification as follows:

"the IGP certification is geared toward the professional working at a strategic level, and assesses competence in various topics, including information privacy, information security, risk management, corporate transparency and accountability, information integrity and authenticity, software solutions, quality audits, and continuous improvement. A certified information governance professional may not actually execute many of the tasks required to implement an effective program. But those who earn the IGP certification will have proven that they have the knowledge and skills required to drive the governance of *all* of the information within an organization.”¹⁰²

Because the IGP is relatively new, it is not yet known how it will be regarded by the RIM community or RIM employers. It will also be interesting to see whether it will be widely embraced by individuals working in the other information governance domains of IT, legal, privacy, and security.

3.2.3.1 IGP Eligibility Criteria

A candidate is required to apply to write the IGP exam. The IGP’s Certification Board reviews and assesses each applicant’s credentials to determine whether the qualification requirements have been met. An applicant will not be authorized to write the exam until his/her application has been approved. There are two options for eligibility, as shown in Figure 14¹⁰³:

¹⁰⁰ ARMA International website, *Information Governance Professional – Mission of the IGP Certification Program* <http://www.ama.org/r2/igp-certification>

¹⁰¹ ARMA International website, *Information Governance Professional FAQ* <http://www.ama.org/r2/igp-certification/igporigin>

¹⁰² ARMA International website, *Information Governance Professional FA: “What is the relationship between the IGP and the CRM?”* <http://www.ama.org/r2/igp-certification/igporigin>

¹⁰³ ARMA International website, *Information Governance Professional Eligibility Requirements* <http://www.ama.org/r2/igp-certification/eligibility>

Figure 14 – IGP Eligibility Requirements

Option	Educational Background	Management and Leadership Experience in Information Governance	Required Documentation, If Audited
1	<p>Four-year degree (bachelor's degree or global equivalent)</p> <p>Candidates must submit a transcript or report from a global equivalence credentialing firm that is a member in good standing of the National Association of Credential Evaluation Services (NACES). All associated costs are the candidate's responsibility. www.naces.org</p>	<p>Minimum of three years of management or leadership experience in any of the following fields: RIM (including archives), law, compliance, audit, IT, privacy, or security. Experience must include management of staff or overseeing the direction of work of a department, organization, function, or major project or initiative related to one of the fields above.</p>	<p>A final transcript that indicates the date of graduation and degree title.</p> <p>Work experience documentation.</p>
OR			
2	<p>Secondary degree (high-school diploma, associate's degree, or global equivalent)</p> <p>Candidates must submit a transcript or report from a global equivalence credentialing firm that is a member in good standing of NACES. All associated costs are the candidate's responsibility. www.naces.org</p>	<p>Minimum of 6 years of management or leadership experience in any of the following fields: RIM (including archives), law, compliance, audit, IT, privacy, or security. Experience must include management of staff or overseeing the direction of work of a department, organization, function, or major project or initiative related to one of the fields above.</p>	<p>A final transcript that indicates the date of graduation and degree title.</p> <p>Work experience documentation.</p>

Unlike the CRM certification, a candidate is not required to submit external, written proof of education or experience when applying to write the IGP exam. However, the Certification Board plans to audit a percentage of applicants prior to awarding the credential. If selected for audit, an applicant will be required to submit the necessary verification documentation.

The IGP application form includes an applicant's declaration to abide by the *Information Governance Professional Code of Ethics*. For example, an applicant is required to declare that s/he will adhere to the requirement to "affirm the legal, ethical, and moral use of information" and the requirement to "maintain professional competence in all areas of responsibility and undertake assignments only when qualified by education and/or experience."¹⁰⁴

Detailed information on the application procedures, eligibility requirements, and policies guiding certification decisions is provided in the *IGP Candidate Handbook*¹⁰⁵.

¹⁰⁴ ARMA International website, *The Code of Ethics* <http://www.arma.org/r2/igp-certification/ethics>

¹⁰⁵ Available at <http://www.arma.org/docs/igp/igphandbook.pdf>

3.2.3.2 The IGP Exam

Once approved, a candidate contacts the testing centre (Pearson VUE, <http://www.pearsonvue.com/>) to schedule his/her exam. The exam consists of 140 multiple choice questions to be completed within 165 minutes¹⁰⁶. 125 questions are scored and only the correct answers to those questions are counted. The other 15 questions are pre-tested for statistical purposes but not scored; therefore, no feedback is provided for those questions. The computer-based exam is administered in English only during testing windows specified by ARMA.

As shown in the *Exam Blueprint*¹⁰⁷ and reprinted below in Figure 15, the exam questions cover six competency domains. The percentage of the exam questions allocated to each domain is also indicated below.

Figure 15 – IGP Competency Domains

Competency Domain	Percentage of Exam Questions
Managing Information Risk and Compliance: Understanding and mitigating information-related risks through such activities as researching and monitoring legal, regulatory and industry-specific compliance requirements; and creating and monitoring internal policies and procedures. The IGP collaborates with stakeholders to determine acceptable risk levels, and then designs and implements methods for measuring and monitoring the effectiveness of the organization's plan to mitigate its risk.	15%
Developing IG Strategic Plan: Developing a strategic plan that demonstrates an in-depth understanding of the organization's business goals, corporate culture, financial resources, and commitments.	15%
Developing IG Framework: Establishing the parameters of the organization's IG efforts, including developing policies and standards the organization should meet; defining the authority, roles, and responsibilities the organization must establish; designing IG program communications and training; and developing audit and enforcement mechanisms to ensure the IG program can be measured, controlled, and improved.	17%
Establishing the IG Program: Determining the IG program scope and goals, such as identifying specific program components, acquiring a mandate from executive leadership, establishing reporting requirements, assigning specific roles and responsibilities, establishing specific program metrics and desired outcomes, and implementing and managing the IG program.	17%
Establishing IG Business Integration and Oversight: Aligning the IG strategy and program to enhance business goals, needs, and objectives. The IGP works closely with business units to determine steps for implementing the IG program in their divisions and for ensuring it is monitored and audited periodically to confirm the business is complying with changing laws and to confirm the IG program does not impede the business goals.	18%
Aligning Technology with the IG Framework: Partnering with IT leadership to understand the organization's technology landscape, the ways technology is used by the business, and how to align	18%

¹⁰⁶ Each test appointment is scheduled for three hours to allow five minutes to complete the IGP exam non-disclosure agreement, and a tutorial of the testing software. The balance of the appointment (2 hours, 45 minutes) is allocated to writing the exam.

¹⁰⁷ ARMA International website, *IGP Examination Blueprint* <http://www.arma.org/r2/igp-certification/blueprint>

Competency Domain	Percentage of Exam Questions
the IG and Technology teams' strategies and operations, including hardware, software, and data lifecycle management. The IGP also evaluates technology trends that affect IG and partners with IT to assess opportunities and threats.	

The *Information Governance DACUM Chart*¹⁰⁸ provides a complete list of duties, tasks, and steps required, including the knowledge, skills, and attributes making up the exam components.

The exam is computer-graded so a candidate will receive his/her score report at the test centre. Results are reported as 'pass' or 'fail'. If a candidate fails, s/he will receive a diagnostic report of his/her overall performance on each content area to assist in preparing to retake the exam. ARMA advises, however, that scores issued at a test centre are not official pending performance of a post-exam quality check before ARMA's certification staff issue an official score report. At press time, a passing score was not publicized. Upon successful completion of the exam, a candidate will be entitled to use the IGP designation and will receive a certificate from ARMA International.

As with the CRM certification, there is no one course or educational program that teaches all of the content covered by the IGP exam; consequently, most candidates prepare to write the exam through self-study. ARMA recommends candidates "have a strong command of the *Generally Accepted Recordkeeping Principles*^{®109}, current industry issues, e-discovery, technology, and case law – all of the key components of information governance."¹¹⁰ To assist candidates to prepare, ARMA developed sample questions¹¹¹ so candidates can familiarize themselves with the types of questions on the exam and a *Suggested Reading List*¹¹² of books, periodical articles, and online courses for each domain. In addition, ARMA sells specially priced packages of recommended resources from the *Suggested Reading List*. ARMA cautions, however, that "Purchasing courses, publications, or other resources from ARMA International does not automatically guarantee successfully passing any certification examination. Candidates should evaluate the scope of each certification examination carefully and determine the best course of action for that candidate's unique situation."¹¹³

¹⁰⁸ Available at <http://www.arma.org/docs/igp/dacumchart1012.pdf>

¹⁰⁹ Information about *The Principles* and a download of *The Principles* are available at <http://www.arma.org/r2/generally-accepted-br-recordkeeping-principles>

¹¹⁰ ARMA International website, *IGP FAQ: "Is coursework required before the exam?"* <http://www.arma.org/r2/igp-certification/igporigin>

¹¹¹ Available at <http://www.arma.org/r2/igp-certification/sample-questions>

¹¹² Available at <http://www.arma.org/r2/igp-certification/suggested-reading>

¹¹³ ARMA International website, *IGP Resources from ARMA International* <http://www.arma.org/r1/bookstore/igp-resources>

3.2.3.3 IGP Certification Maintenance

An IGP certification is awarded for a period of three years; therefore, an IGP will need to recertify prior to the end of his/her three year cycle to maintain his/her designation. As stated in the *IGP Candidate Handbook*¹¹⁴, an IGP is required to complete and document 60 contact hours of education event attendance or professional activities in each three year cycle. Because “Legal and IT change more rapidly than the other areas . . . a minimum amount of continuing education is required.”¹¹⁵ Therefore, an IGP is required to complete 10 contact hours in each of the Legal and IT domains. The remaining 40 hours are at the individual’s discretion. Credit requests (and supporting documentation) are submitted online.

Credits are awarded as follows¹¹⁶:

- a) Attendance at educational events (chapter workshops, seminars, conferences) that map to the IGP exam domains.
- b) Participation in item writing for the IGP exam.
- c) Participation in formal standards-writing activities pertaining to an IG domain as defined by ARMA.
- d) Professional contributions such as speaking at in-person conferences and workshops, creating education materials for virtual or electronic delivery (e.g. web seminars, DVDs, live streaming).
- e) Publication of articles and books (the item must be published by a recognized commercial or professional association publisher – blogs, Twitter feeds, LinkedIn postings and other social media outlets do not qualify for this category).
- f) College or university course related to the defined IG domains.

3.3 RIM-related Certifications

Information governance, as illustrated in the *Information Governance Reference Model*¹¹⁷ in Figure 16 below, encompasses the domains of RIM, IT, legal, privacy, and security.

¹¹⁴ ARMA International, *IGP Candidate Handbook*, page 16 <http://www.arma.org/docs/sharepoint-roadshow/igp-candidate-handbook-feb-14.pdf>

¹¹⁵ *Ibid.*, page 16

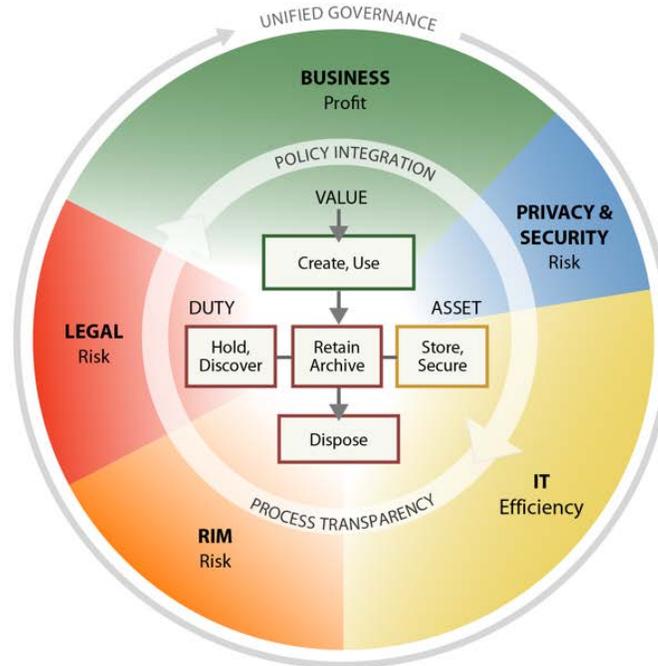
¹¹⁶ *Ibid.*, page 17

¹¹⁷ Available at <http://www.edrm.net/projects/igrm>

Figure 16 – Information Governance Reference Model

Information Governance Reference Model (IGRM)

Linking duty + value to information asset = efficient, effective management



Duty: Legal obligation for specific information

Value: Utility or business purpose of specific information

Asset: Specific container of information

Information Governance Reference Model / © 2012 / v3.0 / edrm.net

Therefore, to the preceding list of RIM certifications, we can add several additional certifications of potential interest and benefit to RIM professionals who work with stakeholders to develop, implement, and maintain information governance (IG) programs. In addition, some RIM professionals may find certification in archives and/or project management beneficial. While this list is not exhaustive, it serves to illustrate the breadth of additional potential certifications. The certifications listed in Figure 17 are described briefly by area of specialty below:



Figure 17 – RIM-related Certifications and Certification Bodies

Area of Specialty	Certification	Certification Body	URL
Archives	Certified Archivist (CA)	Academy of Certified Archivists	www.certifiedarchivists.org/
Audit	Certified Internal Auditor (CIA)	The Institute of Internal Auditors	https://na.theiia.org/certification/CIA-Certification/Pages/CIA-Certification.aspx
E-discovery	Certified Specialist in E-Discovery (CEDS)	Association of Certified E-Discovery Specialists	www.aceds.org/
IT	Certified Document Imaging Architect (CDIA+)	CompTIA	http://certification.comptia.org/getCertified/certifications/cdia.aspx
Privacy	Certified Information Privacy Professional (CIPP)	International Association for Privacy Professionals	www.privacyassociation.org/certification/cipp_certification_programs
Project Management	Project Management Professional (PMP)	Project Management Institute	www.pmi.org/en/Certification/Project-Management-Professional-PMP.aspx

3.3.1 Archives

An archivist is “a professional who specializes in the management of information for permanent usability. Archival work includes the classification, arrangement, preservation, migration, reformatting, description, and selection of all types of permanently valuable documents, data, and images.”¹¹⁸ The ARMA International website describes the Certified Archivist (CA) certification as follows:

“The Academy of Certified Archivists . . . is an independent, nonprofit certifying organization of professional archivists. Individual members qualify for certification by meeting a series of defined professional standards. They have either passed the examination for Certified Archivist (CA), first offered in September 1989, or have qualified by petition for Certified Archivist. The petition program was closed in September 1989. Today, archivists can become certified only by meeting educational and experience requirements and passing the archival certification examination.”¹¹⁹

3.2.1.1 CA Eligibility Requirements

A candidate may qualify to sit the CA exam under one of the following education and experience options:

- a) Master’s degree with a concentration in archival administration plus one year qualifying professional archival experience; or
- b) Master’s degree without a concentration in archival administration plus two years of qualifying professional archival experience; or
- c) Previously qualified certified archivist (lapsed certification).

There is also an option to take the CA exam to become provisionally certified. As stated in the **Handbook for Archival Certification** published by the Academy of Certified Archivists (ACA), “This option is particularly intended for recent graduates of graduate archival programs. It requires a master's degree that includes at least 9 semester hours or 12 quarter hours of graduate study in archival administration. Individuals who qualify under this option may take the exam without meeting professional work experience requirements. If they pass, they are provisionally certified. They become fully certified and may use the title "Certified Archivist" upon presenting evidence of a minimum of one year's qualifying professional archival

¹¹⁸ Academy of Certified Archivists website, FAQs: “What is an archivist anyway?”
<http://www.certifiedarchivists.org/other-resources/faqs/>

¹¹⁹ ARMA International website, *Certified Archivist* <http://www.arma.org/r1/professional-development/certification/ca>

experience.”¹²⁰ A provisionally Certified Archivist has three years in which to earn one year of professional qualifying experience and payment of the certification fee is deferred until that time.

An applicant is required to submit an application and remit the non-refundable application fee (\$50 USD at press time). The application review process evaluates an applicant’s education and experience to determine whether the applicant qualifies to take the exam.

3.3.1.1 CA Exam

The 100 question multiple choice exam is offered annually in conjunction with the annual meeting of the Society of American Archivists (SAA), at previously announced sites selected by the ACA’s Board of Regents, and at petition sites (i.e. a candidate petitions the ACA to schedule the exam in a city of his/her choice). The exam is completed in hard copy and scored by a professional testing expert (Capitol Hill Management Services). Test scores are reported approximately four to six weeks after the exam date. The exam tests a candidate’s knowledge of the seven domains as listed in Figure 18 below:

Figure 18 – CA Exam Domains

Domain Number	Domain
1	Selection, Appraisal, and Acquisition
2	Arrangement and Description
3	Reference Services and Access
4	Preservation and Protection
5	Outreach, Advocacy, and Promotion
6	Managing Archival Programs
7	Professional, Ethical, and Legal Responsibilities

The *Handbook for Archival Certification*¹²¹ provides useful information about the CA certification such as the role delineation on which the exam is based and resources (i.e. sample questions, a study guide, and a bibliography). For more information or to apply, visit the Academy of Certified Archivists website <http://www.certifiedarchivists.org/get-certified/>

Individuals who successfully complete the exam and who have demonstrated the necessary qualifications and experience are required to pay the certification fee (\$150 USD at press time) within thirty days of being notified that they have passed the exam. Annual dues (\$50 USD at press time) become payable starting July 1 of the following year. Note: Provisional members do

¹²⁰ Academy of Certified Archivists, *Handbook for Archival Certification*, page 10

<http://www.certifiedarchivists.org/wp-content/uploads/2013/07/handbook.pdf>

¹²¹ Available at <http://www.certifiedarchivists.org/wp-content/uploads/2013/07/handbook.pdf>



not have to pay the certification fee or dues until they have acquired one year of qualifying professional experience.

3.3.1.2 CA Certification Maintenance

Recertification is required at the end of each five year period. A CA may recertify by examination (i.e. take the CA exam again) or petition (i.e. a point system by which experience, continuing education, and contributions to the profession are rewarded). Recertification by petition operates on the honour system; a CA is not required to submit verification documentation. There is no recertification fee; however, a CA is required to pay annual dues.

3.3.2 Audit

The Certified Internal Auditor (CIA) certification is offered by the Institute of Internal Auditors (IIA). The ARMA International website describes this certification as follows:

“The Institute of Internal Auditors developed the Certified Internal Auditor (CIA) examination as the only globally accepted certification for internal auditors and remains the standard by which individuals demonstrate their competency and professionalism in the internal auditing field.

The CIA credential elevates your standing in the audit community, boosting your career opportunities and earning you increased credibility and respect within the profession and your organization.

Ultimately, the CIA designation will:

- Distinguish you from your peers.
- Carry weight with internal staff and external clients.
- Develop your knowledge of best practices in the industry.
- Demonstrate your proficiency and professionalism.
- Give you personal satisfaction of achievement.
- Lay a foundation for continued improvement and advancement.

Earning the CIA designation is a valuable accomplishment and a professional advantage for auditors at all stages of their careers, including chief audit executives, audit managers,

audit staff, risk management staff, and also students enrolled in an accounting or other business or financial degree program.”¹²²

3.3.2.1 CIA Eligibility Requirements

There are eligibility requirements for education, character, and work experience. Candidates must hold a 4-year degree (or higher) or its equivalent from an accredited university, exhibit ‘high moral and professional character’ and submit a *Character Reference Form* signed by a designated individual (e.g. a CIA, a supervisor, etc.), and complete at least twenty-four months of internal auditing experience or its equivalent. A Master’s degree can substitute for twelve of the required months. Consult the *Certification Candidate Handbook*¹²³ for more information about the eligibility requirements and the verification documentation to be submitted when applying to write the CIA exam.

3.3.2.2 CIA Exam

According to the IIA website, the CIA exam is “a four-part exam that remains the standard by which individuals demonstrate their comprehensive competence and professionalism in the internal auditing field.”¹²⁴ A candidate may choose to take a specialty exam (i.e. Certification in Control Self-Assessment, Certified Government Auditing Professional, Certified Financial Services Auditor, or Certification in Risk Management Assurance) as credit for Part 4 of the CIA exam. The computer-based exam is administered in English and several other languages at Pearson VUE testing centres (<http://www.pearsonvue.com/>). A certificate is issued upon successful completion.

3.3.2.3 CIA Certification Maintenance

A CIA who is performing internal auditing functions (i.e. a practising CIA) must complete a total of 40 annual hours of acceptable Continuing Professional Education (CPE) requirements. CIAs self-certify their completion of the required hours in accordance with guidelines set by The IIA's Professional Certification Board. While it is not necessary to submit supporting documentation with the CPE reporting form, The IIA requires a CIA to keep the supporting documentation (and a copy of the CPE reporting form) for a minimum of three years.

3.3.3 E-discovery

The Certified E-Discovery Specialist (CEDS) is offered by the Association of Certified E-Discovery Specialists (ACEDS). ACEDS describes itself as “an international membership organization for

¹²² ARMA International website, *Certified Internal Auditor* <http://www.arma.org/r1/professional-development/certification/iaa>

¹²³ Available for download at <https://na.theiia.org/certification/Pages/Certification-Candidate-Handbook.aspx>

¹²⁴ Institute of Internal Auditors website, *Six Steps to Certification – Decide Which Certification is Right for You* <https://na.theiia.org/certification/new/Pages/Six-Steps-to-Certification.aspx>

private and public sector persons in law, litigation support, technology, and records management, and others who face e-discovery in their work.”¹²⁵ According to ARMA International, the CEDS certification “responds to the need for an objective, verifiable measurement of skill in an area of high risk and high costs . . . verifies knowledge and skill . . . [and] lets those who earn it stand out from their peers, validate their expertise and advance their careers.”¹²⁶

3.3.3.1 CEDS Eligibility Requirements

There are no eligibility requirements to sit the exam. However, the timing for satisfying the eligibility requirements for CEDS certification differs from the other certifications previously discussed. The difference is that a candidate who passes the CEDS exam without having already submitted the following documentation will be granted ‘CEDS in waiting’ status and given up to two years to submit the documentation before earning the CEDS certification. The following documentation is required¹²⁷:

- a) Document at least 40 CEDS credits in e-discovery and closely related fields based on education, training, and professional certifications in the field.
- b) Provide two professional references.

3.3.3.2 CEDS Exam

Available year-round at ACEDS-Kryterion Testing Centres, the computer-based exam consists of 145 multiple choice questions which test the following e-discovery subjects¹²⁸:

- Information Management and Litigation Readiness.
- Project Planning.
- Litigation Hold Implementation.
- Collection Planning and Implementation.
- Data Processing.
- Data Culling.
- Review Planning.
- Document Review.

¹²⁵ ACEDS press release, *UBIC’s Sunil Mudunuri appointed to ACEDS Advisory Board*, July 18, 2013 <http://www.aceds.org/ubic-sunil-mudunuri-appointed-to-aceds-advisory-board/>

¹²⁶ ARMA International website, *Certified E-Discovery Specialist* <http://www.arma.org/r1/professional-development/certification/ceds>

¹²⁷ Association of Certified E-Discovery Specialists website, *Certification – Eligibility Requirements* <http://www.aceds.org/certification/eligibility/>

¹²⁸ Association of Certified E-Discovery Specialists website, *Certification – What the Exam is About* <http://www.aceds.org/certification/what-the-exam-is-about/>



- Data Production.
- Project Management.
- Legal Framework and Obligation.
- International Discovery.
- Ethics.
- Technology.
- Budgeting.

Results are provided immediately upon exam completion. According to the ACEDS website, “The passing score for the CEDS exam is about 70%.”¹²⁹ For more information about the exam, consult the *Certified E-Discovery Specialist Examination Candidate Handbook*¹³⁰.

3.3.3.3 CEDS Certification Maintenance

A CEDS is required to complete forty continuing education credits every two years and pay a recertification fee to maintain his/her CEDS certification. It is not necessary to submit supporting documentation with the recertification application; however, ACEDS recommends retaining that documentation in the event of an audit¹³¹.

3.3.4 IT

The Certified Document Imaging Architect (CDIA+) certification is awarded by CompTIA which describes itself as follows: “(we are) the voice of the world’s information technology (IT) industry. As a non-profit trade association, we advance the global interests of IT professionals and IT channel organizations and enable them to be more successful with industry-leading IT certifications and IT business credentials, IT education, resources and the ability to connect with like-minded, leading IT industry experts.”¹³² CompTIA offers four IT certification series that test different knowledge standards, from entry-level to expert.¹³³ CompTIA’s other programs are membership, education, public advocacy, and philanthropy.

According to CompTIA, the CDIA+ is a vendor neutral, internationally recognized credential “acknowledging competency and professionalism in the document imaging/records management industry.”¹³⁴ Specifically, the CDIA+ certification “covers all major areas in the

¹²⁹ Association of Certified E-Discovery Specialists, *FAQs: “What is the passing score on the exam?”*
<http://www.aceds.org/about/faq/>

¹³⁰ Available for download at <http://aceds.org/wp-content/uploads/2012/08/CEDS-Candidate-Handbook-April.pdf>

¹³¹ Association of Certified E-Discovery Specialists website, *Certification – Recertification and Renewal*
<http://www.aceds.org/certification/recertification-and-renewal/>

¹³² CompTIA website, *About CompTIA* <http://www.comptia.org/aboutus.aspx>

¹³³ CompTIA website, *IT Certifications* <http://www.comptia.org/about-us/our-story/certification>

¹³⁴ *CompTIA CDIA+ Certification Exam Objectives* available for download at
<http://certification.comptia.org/Training/testingcenters/examobjectives.aspx>



technologies and best practices used to plan, design, and specify a digital imaging and content management system. Skills and knowledge measured by this exam are consistent with those of a professional with at least 24 months of on-the-job experience in this growing field.”¹³⁵ While this certification appeals to individuals working in the imaging or ECM industries such as Enterprise Content Management (ECM) consultants or administrators, and Solution Sales Specialists, it also appeals to RIM practitioners who wish to demonstrate mastery of best practices and technologies for imaging and ECM.

3.3.4.1 CDIA+ Eligibility Requirements

No eligibility requirements apply to write the exam.

3.3.4.2 CDIA+ Exam

The exam consists of 100 multiple choice questions with a passing score of 700 on a scale of 100-900. A candidate is given 90 minutes to complete the exam, with a potential 30 minute extension for candidates whose native language is not English. The domains measured by the exam and their relative percentage weights are listed in Figure 19 below:

Figure 19 – CDIA+ Exam Domains and Exam Question Percentages

Domain	Percentage of Exam
Enterprise Content Management	20%
Capture	23%
Storage and networking	13%
Security and compliance	16%
Analysis, design and implementation	28%

The CDIA+ exam is administered electronically at Pearson VUE testing centres (<http://www.pearsonvue.com/>).

As with the CRM certification, most individuals prepare to write the CDIA+ exam through self-study. Sample questions are available on the CompTIA website¹³⁶, and CompTIA offers classroom training, study materials (books and study guides), and e-learning to assist candidates to prepare.

3.3.4.3 CDIA+ Certification Maintenance

Successful completion of the exam results in an individual being certified as having “the knowledge and skills required to explain content management concepts, including business analysis processes, content lifecycle and workflow, and concepts related to integrating a

¹³⁵ CompTIA website <http://certification.comptia.org/getCertified/certifications/cdia.aspx>

¹³⁶ Visit <http://certification.comptia.org/Training/testingcenters/samplequestions.aspx>



content imaging system with business applications using project management fundamentals” and being “able to implement scanning technology infrastructure and participate in the design of capture solutions, while addressing security requirements.”¹³⁷ There are no certification maintenance requirements for the CDIA+ designation.

3.3.4.4 Additional IT Certifications

Additional IT certifications of potential interest to RIM professionals are the Certified in the Governance of Enterprise IT (CGEIT) and the Certified Information Systems Auditor (CISA), both offered by ISACA. For more information, visit the CGEIT website at

<http://www.isaca.org/certification/cgeit-certified-in-the-governance-of-enterprise-it/pages/default.aspx> and the CISA website at <http://www.isaca.org/Certification/CISA-Certified-Information-Systems-Auditor/Pages/default.aspx>

3.3.5 Privacy

The Certified Information Privacy Professional (CIPP) certification is granted by the International Association for Privacy Professionals (IAPP). ARMA International describes this designation as “The must-have credential for information governance professionals” and “the global standard for professionals who manage, handle and access data.”¹³⁸

There are four CIPP concentrations, each built on top of the Certification Foundation program which covers global, elementary privacy concepts. Each concentration is focused on a specific region or sector as listed below:¹³⁹

- US private-sector (CIPP/US)
- Canada (CIPP/C)
- Europe (CIPP/E)
- US government (CIPP/G).

For more information about each concentration, see the *IAPP Privacy Certification Candidate Handbook*.¹⁴⁰

¹³⁷ *CompTIA CDIA+ Certification Exam Objectives* are available for download at <http://certification.comptia.org/Training/testingcenters/examobjectives.aspx>

¹³⁸ ARMA International website, *Certified Information Privacy Professional* <http://www.arma.org/r1/professional-development/certification/cipp>

¹³⁹ International Association of Privacy Professionals website, *CIPP Certification* <https://privacyassociation.org/certify/cipp/>

¹⁴⁰ Available at https://privacyassociation.org/media/pdf/certification/IAPP_Privacy_Certification_Candidate_Handbook.pdf

According to the IAPP website, a CIPP has “a foundational understanding of both broad global and concepts of privacy and data protection law and practice” and knowledge of the following components within his/her concentration:

- Jurisdictional laws, regulations, and enforcement models or rules and standards
- Essential privacy concepts and principles
- Legal requirements for handling and transferring data.¹⁴¹

3.3.5.1 CIPP Eligibility Requirements

Apart from becoming an IAPP member prior to testing, there are no other eligibility requirements for writing the CIPP exams.

3.3.5.2 CIPP Exam

The Certification Foundation exam¹⁴² and the CIPP concentration exams (i.e. one exam for each of the CIPP/US, CIPP/C, CIPP/E, and CIPP/G designations) are available during pre-set examination windows each year. The Certification Foundation exam consists of 90 scored multiple choice items and 15 non-scored multiple choice trial items. Each CIPP concentration exam consists of 60 scored multiple choice items and 12 non-scored multiple choice trial items. Some of these items are associated with scenarios. The passing score for all exams is 300 on a scale of 100 to 500.

Exams can be completed online at specified testing centres and paper (hard copy) exams are offered at most of the IAPP’s major annual conferences.¹⁴³ If you complete an exam at a test centre, you will receive your result immediately upon completion. Results for exams completed at an IAPP event are issued within six weeks of the exam date.

The Certification Foundation Exam “assesses understanding of fundamental concepts of privacy and data protection and covers common privacy principles and approaches, global data protection models, information security controls and online privacy protections. These practice areas are relevant to all privacy professionals regardless of legal jurisdiction, geographic location or practice specialization.”¹⁴⁴ The CIPP concentration exams cover subjects specific to the individual designation. For example, the CIPP/C designation exam covers Canadian privacy fundamentals, and Canadian privacy laws and practices for both the private and public sectors.

¹⁴¹ *Ibid.*

¹⁴² According to the *IAPP Privacy Certification Candidate Handbook*, page 20, the foundation exam is “required as a requisite for all first-time IAPP certification candidates.”

¹⁴³ International Association of Privacy Professionals website, *Certification Testing*
<https://privacyassociation.org/certify/testing/>

¹⁴⁴ International Association of Privacy Professionals website, *CIPP/C Certification Requirements*
https://www.privacyassociation.org/certification/cipp_certification_programs/cipp_c#requirements

In addition to selling textbooks and practice tests¹⁴⁵, the IAPP offers both in-person and online privacy training¹⁴⁶ to help candidates prepare to write the exams. The IAPP has also published a variety of free exam preparation resources such as a study guide¹⁴⁷ and glossary of privacy terms¹⁴⁸.

3.3.5.3 CIPP Certification Maintenance

According to the *IAPP Privacy Certification Candidate Handbook*, the following certification maintenance requirements apply: “All CIP (CIP/US, CIP/C, CIP/E, CIP/G) holders must meet two minimum requirements over the term of their certification in order to maintain credentialed status: (1) pay an annual certification maintenance fee (for members this fee is included in their membership fee) and (2) fulfil 20 hours of continuing privacy education (CPE) per two-year period for each credential, with a minimum of 10 hours from group A and a maximum of 10 hours from group B for each credential.”¹⁴⁹ Those groups are defined below.

- a) Group A CPE is defined as any program, event, forum, book or other published written material, presentation, course of instruction or speaking engagement that relates to specific content on the IAPP exam blueprints and bodies of knowledge, whether it is provided, published or hosted by the IAPP or other approved organizations.
- b) Group B CPE is defined as any program, event, forum, book or other published written material, presentation, course of instruction or speaking engagement that does NOT correspond to IAPP exam blueprints and bodies of knowledge, but advances one’s professional development, advances one’s general privacy knowledge or contributes to the strength of the privacy profession, whether it is provided, published or hosted by the IAPP or other approved organizations.

Individuals who hold more than one IAPP credential, must meet the group A CPE-credit requirements for each credential they hold per certification term.

3.3.5.4 Other Privacy Certifications

The International Association of Privacy Professionals also offers the CIPM (Certified Information Privacy Manager) and CIPT (Certified Information Privacy Technologist) designations. For more information about those designations, visit

¹⁴⁵ Available at <https://privacyassociation.org/certify/get-started/>

¹⁴⁶ International Association of Privacy Professionals website, *Certification Training*
<https://privacyassociation.org/certify/training/>

¹⁴⁷ Available at <https://privacyassociation.org/l/free-study-guide/>

¹⁴⁸ Available at <https://privacyassociation.org/certify/get-started/>

¹⁴⁹ International Association of Privacy Professionals, *IAPP Privacy Certification Candidate Handbook*, page 40
https://privacyassociation.org/media/pdf/certification/IAPP_Privacy_Certification_Candidate_Handbook.pdf



<https://privacyassociation.org/certify/cipm/> for the CIPM and

<https://privacyassociation.org/certify/cipt/> for the CIPT.

3.3.6 Project Management

The Project Management Professional (PMP) certification is offered by the Project Management Institute. According to ARMA International, the PMP is “the most important industry-recognized certification for project managers. Globally recognized and demanded, the PMP® demonstrates that you have the experience, education and competency to lead and direct projects . . . The PMP recognizes demonstrated competence in leading and directing project teams.”¹⁵⁰ The following role delineation or job analysis for a candidate for the PMP certification provides a blueprint for the exam and links the exam questions to the role¹⁵¹:

- Perform their duties under general supervision and are responsible for all aspects of the project for the life of the project.
- Lead and direct cross-functional teams to deliver projects within the constraints of schedule, budget, and scope.
- Demonstrate sufficient knowledge and experience to appropriately apply a methodology to projects that have reasonably well-defined requirements and deliverables.

3.3.6.1 PMP Eligibility Requirements

To apply to write the PMP exam, a candidate requires one of the two combinations of education and both project management experience and education shown in Figure 20 below¹⁵²:

¹⁵⁰ ARMA International website, *Project Management Professional* <http://www.arma.org/r1/professional-development/certification/pmi>

¹⁵¹ Project Management Institute, *Project Management Professional (PMP®) Handbook*, page 7 http://www.pmi.org/Certification/~media/PDF/Certifications/pdc_pmphandbook.ashx

¹⁵² *Ibid.*, page 8

Figure 20 – PMP Eligibility Requirements

Option	Educational Background	Project Management Experience	Project Management Education
1	Secondary degree (high school diploma, associate's degree or global equivalent)	Minimum 5 years/60 months unique non-overlapping professional project management experience during which at least 7,500 hours were spent leading and directing the project*	35 contact hours of formal education
OR			
2	Four-year degree (bachelor's degree or global equivalent)	Minimum 3 years/36 months unique non-overlapping professional project management experience during which at least 4,500 hours were spent leading and directing the project*	35 contact hours of formal education

*Leading and directing the project as identified with the tasks, knowledge, and skills specific in the Project Management Professional Examination Content Outline.

Further, a candidate is required to have experience in all five process groups across all of his/her project management experience submitted on the application; however, s/he does not need to have experience in all five groups on a single project. All project management experience must have been accrued within the last eight consecutive years prior to a candidate's application submission.

All applications are subject to audit; however, "only a percentage of applications are selected for audit. The selection of an application for audit is random."¹⁵³ A candidate selected for audit will be asked to submit supporting documentation (e.g. copy of diploma/global equivalent, signature of the supervisor(s) or manager(s) from the project(s) recorded in the experience verification section of the application, etc.).

Individuals who do not meet the eligibility requirements may be eligible for the Certified Associate in Project Management (CAPM) certification. Detailed information about PMP eligibility requirements is available in the *Project Management Professional (PMP) Handbook*¹⁵⁴.

¹⁵³ Project Management Institute, *Project Management Professional (PMP®) Handbook*, page 16
http://www.pmi.org/Certification/~media/PDF/Certifications/pdc_pmphandbook.ashx

¹⁵⁴ Available for download at
http://www.pmi.org/Certification/~media/PDF/Certifications/pdc_pmphandbook.ashx

3.3.6.2 PMP Exam

A candidate is given four hours to complete the computer-based exam consisting of 200 multiple choice questions of which twenty-five questions are pretest (and unscored) questions used to test the validity of future exam questions. Paper-based testing is available in limited circumstances. The exam is based on the PMP examination blueprint in the *Project Management Professional (PMP) Examination Content Outline*¹⁵⁵. The domains and percentage of questions per domain are shown in Figure 21 below.

Figure 21 – PMP Domains and Exam Question Percentages

Domain	Percentage of Exam
Initiation	13%
Planning	24%
Executing	30%
Monitoring and Controlling	25%
Closing	8%

The exam is administered in English at Prometric test centres (<https://www.prometric.com/en-us/Pages/home.aspx>). Complimentary language aids in thirteen languages are available for candidates whose native language is not English. A printed copy of the test result (i.e. pass/fail status **based on the candidate's overall performance on the exam** and diagnostic performance information categorized as 'proficient', 'moderately proficient' or 'below proficient' based on the number of questions answered correctly for each domain) is available immediately upon completion for an exam written at a test centre. A credential certificate is issued to each candidate who passes the exam.

3.3.6.3 PMP Certification Maintenance

In each three year cycle, a PMP must obtain at least sixty professional development units (PDUs) in education categories (i.e. self-directed learning, continuing education, or courses offered by PMI's R.E.P., chapters or communities) and 'giving back to the profession' categories (i.e. volunteer service, working as a professional in project management, or creating new project management knowledge). A maximum of forty-five 'giving back the profession' PDUs may be earned in each three year cycle. The Project Management Institute describes the PDUs as follows: "PDU activities for PMP credential holders must be related to project management topics that are substantially consistent with the knowledge areas and processes outlined in the

¹⁵⁵ Available for download at http://www.pmi.org/~media/PDF/Certifications/PMP%20Examination%20Content%20Outline_2010.ashx



current edition of *A Guide to the Project Management Body of Knowledge (PMBOK® Guide)* and involve appropriate expert resources.”¹⁵⁶

¹⁵⁶ Project Management Institute, *Project Management Professional (PMP) Management Handbook*, page 41
http://www.pmi.org/Certification/~media/PDF/Certifications/pdc_pmphandbook.ashx



About the Author

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Sheila's articles and books reviews have appeared in publications such as *Association Magazine*, *Information Management Journal*, and *Municipal World*, and she blogs regularly at <http://impress.eimc.ca>.

Sheila is a frequent speaker on records and information management topics at conferences and other education events in Canada and the United States.

She is also a member of ARMA International's Content Editorial Board which assists ARMA to unify and streamline content development processes across all formats (i.e., books, standards/technical reports/guidelines, *Information Management* magazine, conference education, online education).

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