



# Constructing the Next Generation Information Management Professional

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PRESENTED BY:



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# Objectives and Methodology

# Objectives and Methodology

**The objectives for the Iron Mountain Federal NextGen InfoPro Survey are to determine:**

- The expectations organizations have of their information professionals over the next three to five years
- How respondents see themselves in relation to these growing expectations
- The steps they can take to gain the requisite skill sets to remain relevant

**In February 2016, 200 federal employees involved with records management participated in an online survey that averaged 12 minutes in length.**

**Throughout the report, notable significant differences are reported.**

- Statistical analyses were conducted for agency type, job titles, location, age, and number of employees. Due to rounding, graphs may not add up to 100%.

**This 2016 survey references the 2015 Association for Information and Image Management (AIIM) survey of industry professionals <http://bit.ly/1XGKIMq>.**



# Study Highlights

# Study Highlights

The following are key highlights of the study findings.

## Agency Needs in Records and Information Management

- More than half believe information security and access control will be in greatest demand from their agency's information management professionals. Quality management and analytics capabilities are also noted to be in great demand.
- Managing all information and data, not just records, is considered to be the top urgent driver of records and information management.
- Projects related to data privacy, records/information management and data analytics are perceived to be in the greatest demand for agencies over the next three to five years.
- Ensuring compliance is the project management skill estimated to have the greatest impact on records management over the next 24 months.
- Risk management is most often cited as an area for improvement. This is followed by electronic records retention and records and information management practices.
- Respondents feel it is of the greatest importance to their agency to have knowledge of information security systems and procedures, followed by computer networking and telecommunications, and data analytics tools.

# Study Highlights

## Information Professionals' Skills

- The most desired information management-related skill set desired for their agencies in the next three to five years are risk management/security/data privacy, analytics and contents/record management. These top three skills were similarly popular in the 2015 Association for Information and Image Management (AIIM) survey.
- Information security is by far the technical skill in greatest demand for agency information professionals. This was also the top technical skill set in the 2015 AIIM survey.
- Respondents most often report innovative thinking as the soft skill that is in demand for information management professionals.
- Over half of respondents rate their technical skills as strongest for records and information management, risk management/security/data privacy and business process management.
- Respondents rate their soft skills as strongest for mentoring, relationship management and innovative thinking.

# Study Highlights

## Professional Development

- Over three-quarters of respondents agree they are proactive in seeking additional training and education to enhance their professional skills.
- Respondents currently undertake a variety of steps to enhance their professional development, led by talks with subject matter experts (SMEs) followed by association/training-center training, and industry and professional events. A variety of commercial entities and associations are noted as sponsors or organizers of the industry and professional events that respondents attend.
- In terms of respondent preferences, in-office training, professional conferences and online courses and webinars are the top preferred methods of professional development.



# Study Highlights

## Motivation and Agency Support

- About half of the respondents indicate their agency somewhat or very actively supports their professional growth, while another one-third describe the effort as average.
- Agencies support professional growth through a variety of means with internal training noted most often. Almost half also indicate agency support by having professional development plans and paying for external training.
- Providing more training in various areas of expertise is cited most often as a way to motivate and support professional development.
- About one half feel that the National Archives and Records Administration (NARA) should provide more specific training courses toward certification and deliver progressive training courses via online modules or webinars as ways to motivate understanding and adherence and support professional development.

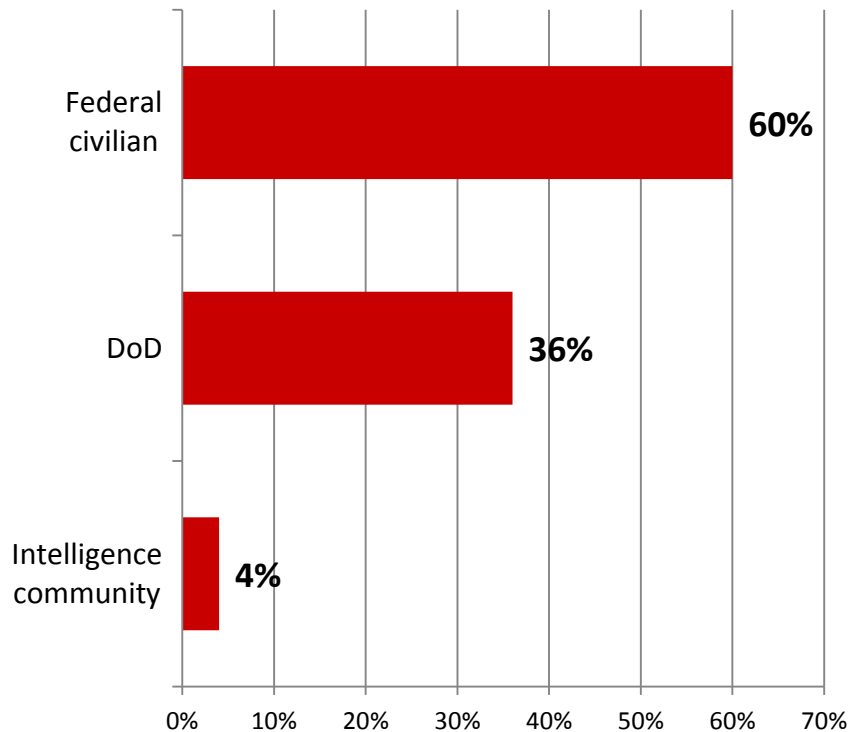


# Respondent Classifications

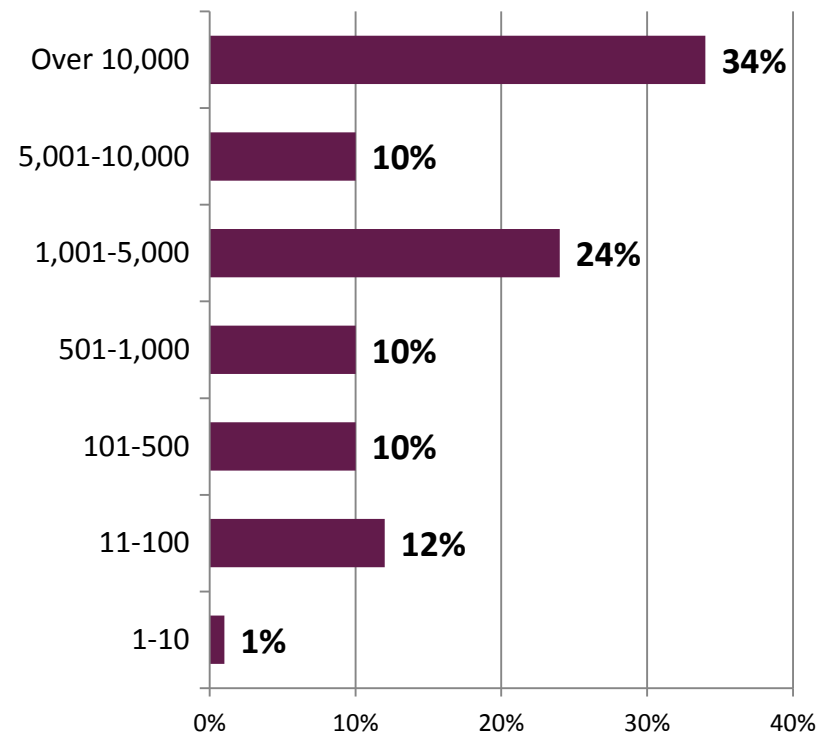
# Agency Type and Number of Employees

- Six in ten federal civilian and nearly four in ten DoD/military agencies are represented, as well as a small proportion of intelligence agency staff.
- A broad mix of agency sizes are also represented: one third respectively with agencies of 10,000 or more employees, 1,000-9,999 employees, and less than 1,000 employees.

**Agency Type**



**Number of Employees**

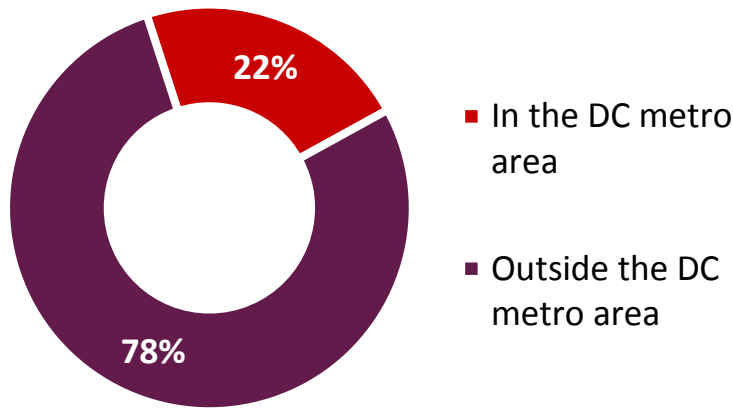


**Q** *What is your agency type?  
Approximately how many employees are there in your agency?*

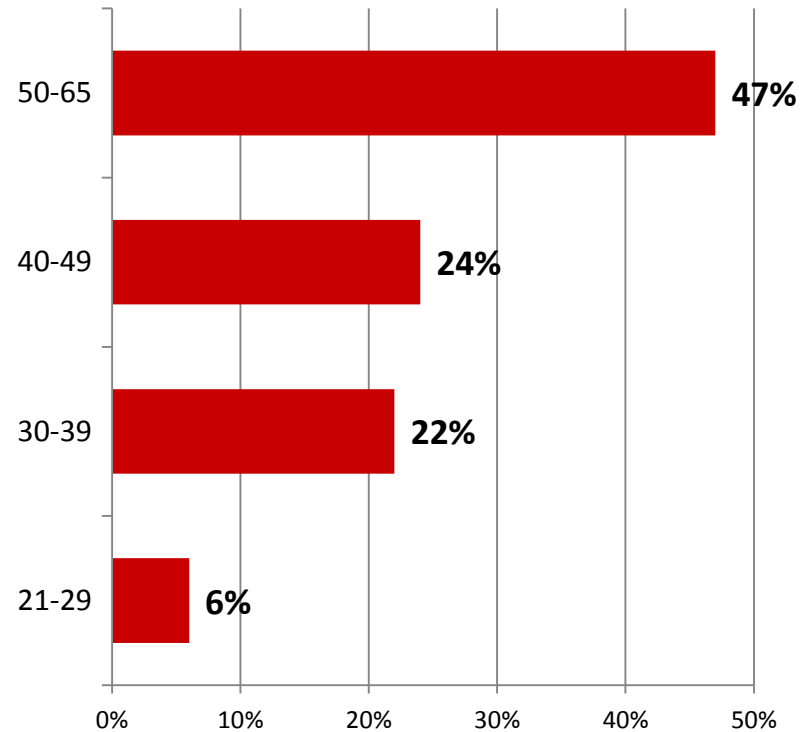
# Location and Age

- Nearly half of respondents are aged 50 or older, while only six percent are under 30.
- Nearly four in five are located outside the Washington, DC metro area.

**Location**



**Age**



Do you work in the Washington, DC metro area, or outside?  
Which of the following best describes your age?

# Involvement in Records and Data Management

- All respondents are in some aspect knowledgeable or involved in decisions and recommendations regarding their organization's records and data management.
- Respondents were allowed to select more than one type of involvement, with roughly one quarter indicating their executive oversight across the three areas below, similar to the proportions implementing technology solutions, whereas most commonly respondents referred to their day to day managerial responsibilities.

	Paper and Other Non-Electronic Format Records Management and Storage	Data Management (Back-up, archiving, destruction)	Management of Electronically Stored Information
Day to day management	68%	46%	66%
Executive oversight	30%	26%	28%
Implement technology solutions	24%	26%	30%

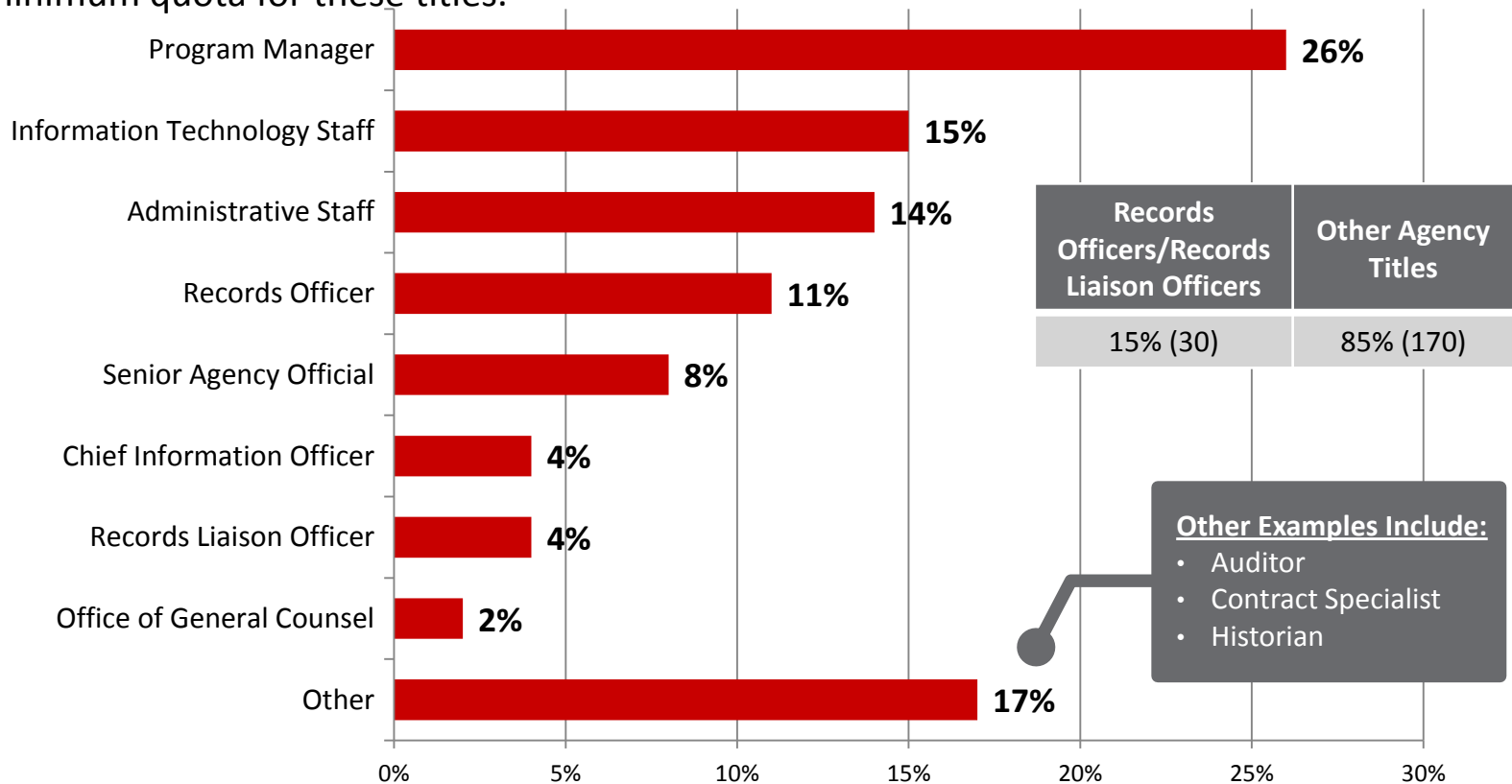
Note: Multiple responses allowed



How are you involved with your organization's records and data management?

# Designated Agency Title

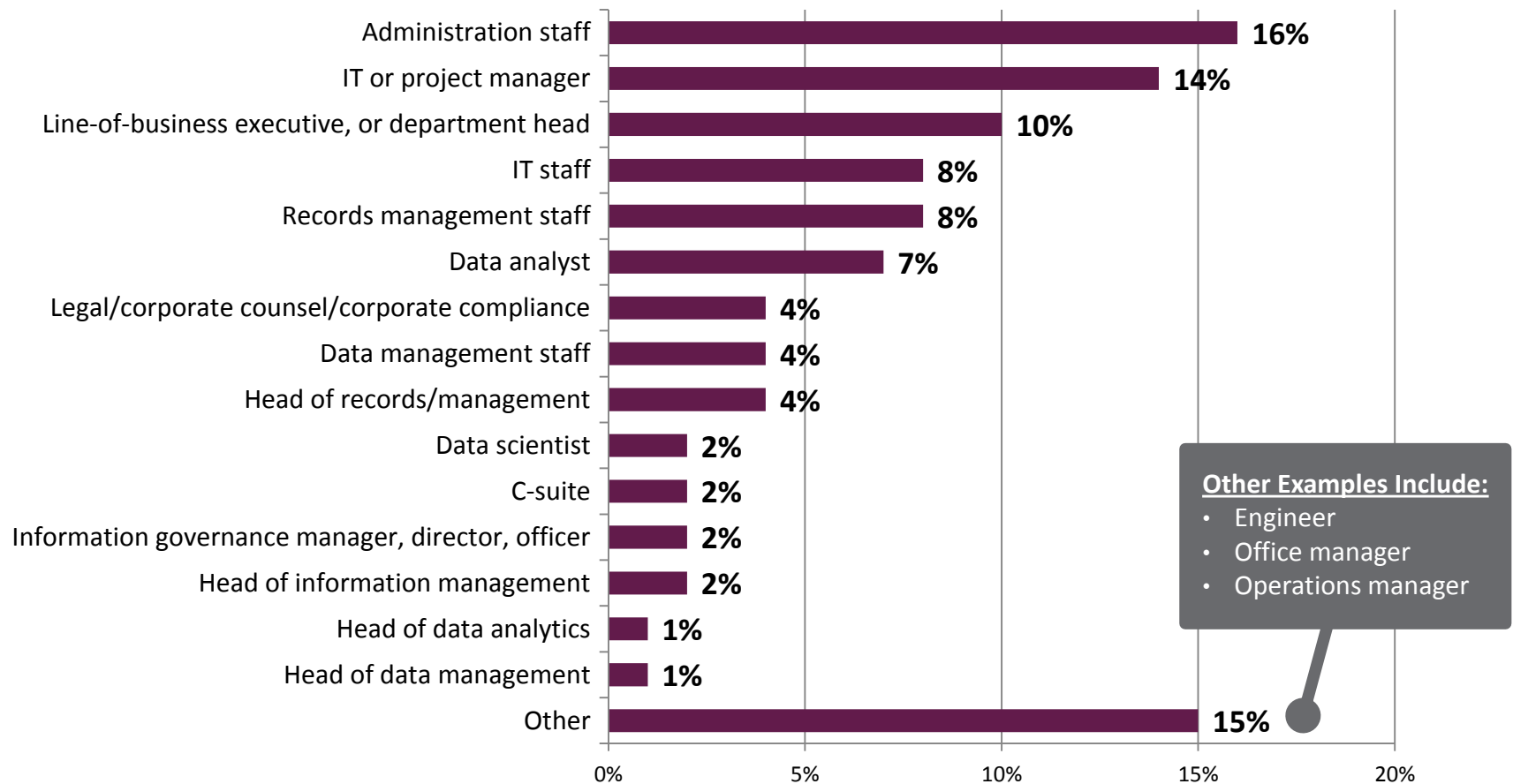
- One quarter of respondents indicate their job title is program manager, followed by about 15% designating themselves as IT and administrative staff.
- Records Officer and Records Liaison Officer comprise 15% of total, in adherence with the minimum quota for these titles.



**Q** Are you a designated agency...

# Role in Agency

- Respondents represent a similarly wide variety of job roles within their federal agency.
- Administrative staff and IT or project managers are among the top roles represented.



Pick the choice that best describes your role within your agency:

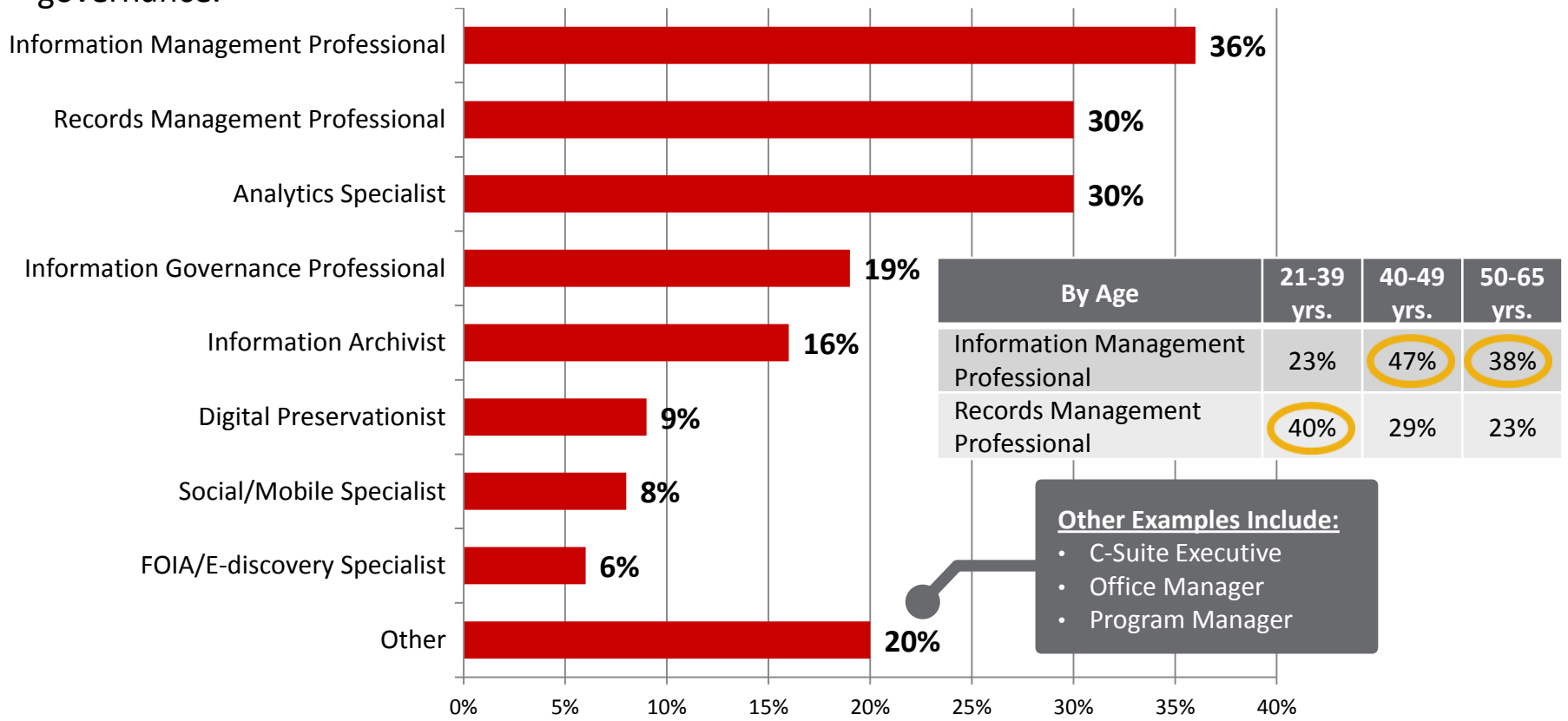
A decorative graphic consisting of a horizontal row of 15 grey circles. To the right of this row, there is a cluster of approximately 25 grey circles of varying sizes, arranged in a pattern that tapers to the right and slightly downwards, resembling a stylized arrow or a group of data points.

# **Agency Needs in Records and Information Management**



# Future Principal Role

Over the next three to five years, the principal role(s) respondents anticipate playing at their agency are led by information management, records management, analytics and information governance.



**Other Examples Include:**

- C-Suite Executive
- Office Manager
- Program Manager

Note: Up to three responses allowed

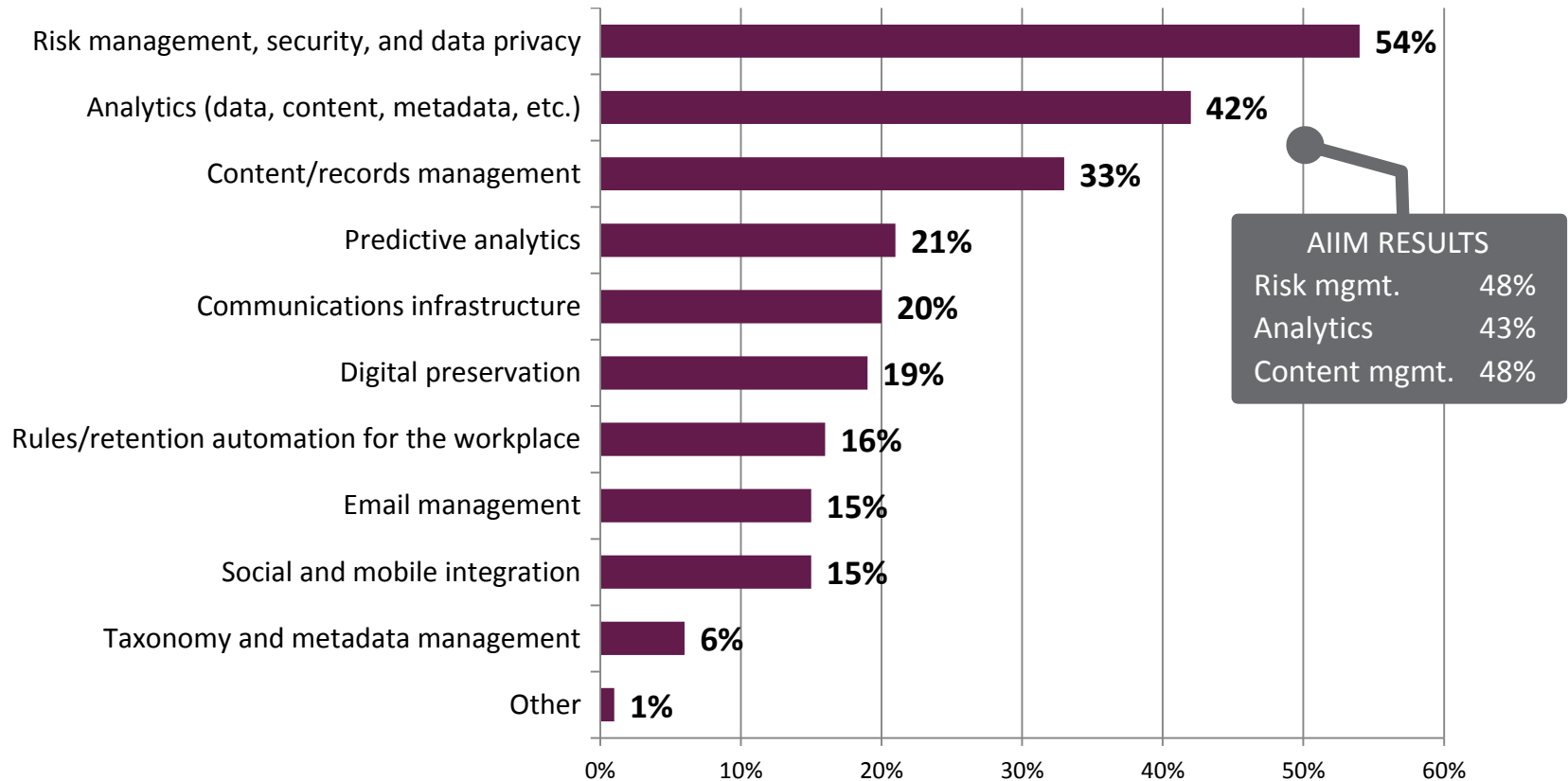
○ = statistically significant difference



Over the next three to five years, what do you see as the principal role(s) you will play in your agency?

# Desired Information Management Skill Sets

Also over the next three to five years, agencies' most desired/valued information management skill sets are led by risk management, analytics, and content/records management – in line with the top- three revealed through the 2015 AIIM survey.



Note: Up to three responses allowed

**Q** Over the next three to five years, what do you see as the most desired/valued information management skill sets for your agency?

# Desired Skill Sets Differences

- Location, job title, number of employees, and agency type affect the extent to which certain skill sets are valued. For example, respondents located outside the DC Metro area are significantly more likely to believe risk management (58%) is a desired skill set at their agency vs. their peers within the Beltway (38%).


By Location	Total	DC Metro Area	Outside DC Metro
Risk management	54%	38%	58%
Analytics	42%	57%	38%

By Job Titles	Total	Records Officers/Records Liaison Officers	Other Titles
Analytics	42%	23%	46%

By Number of Employees	Total	1,000 and Under	1,001 - 10,000	Over 10,000 Employees
Content/records management	33%	46%	27%	27%

By Agency Type	Total	Civilian	Defense
Communications infrastructure	20%	14%	28%

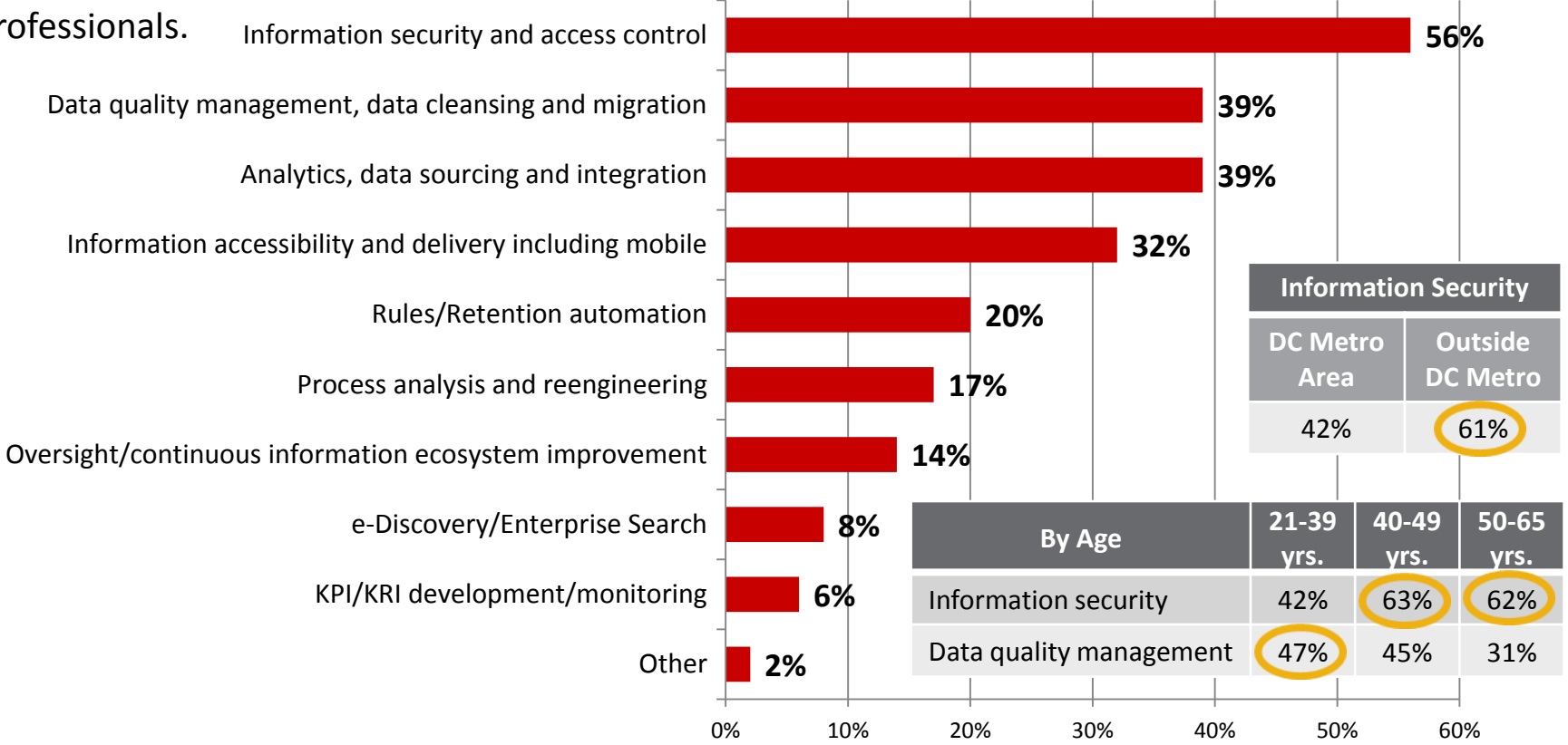
Note: Up to three responses allowed

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 Over the next three to five years, what do you see as the most desired/valued information management skill sets for your agency?

# Capabilities in Demand

- More than half (56%) believe information security and access control – rising even higher among those aged 40-65 and also those outside metro DC – and four in ten data quality management (39%) and analytics (39%) capabilities will be in greatest demand from their agency's information management professionals.



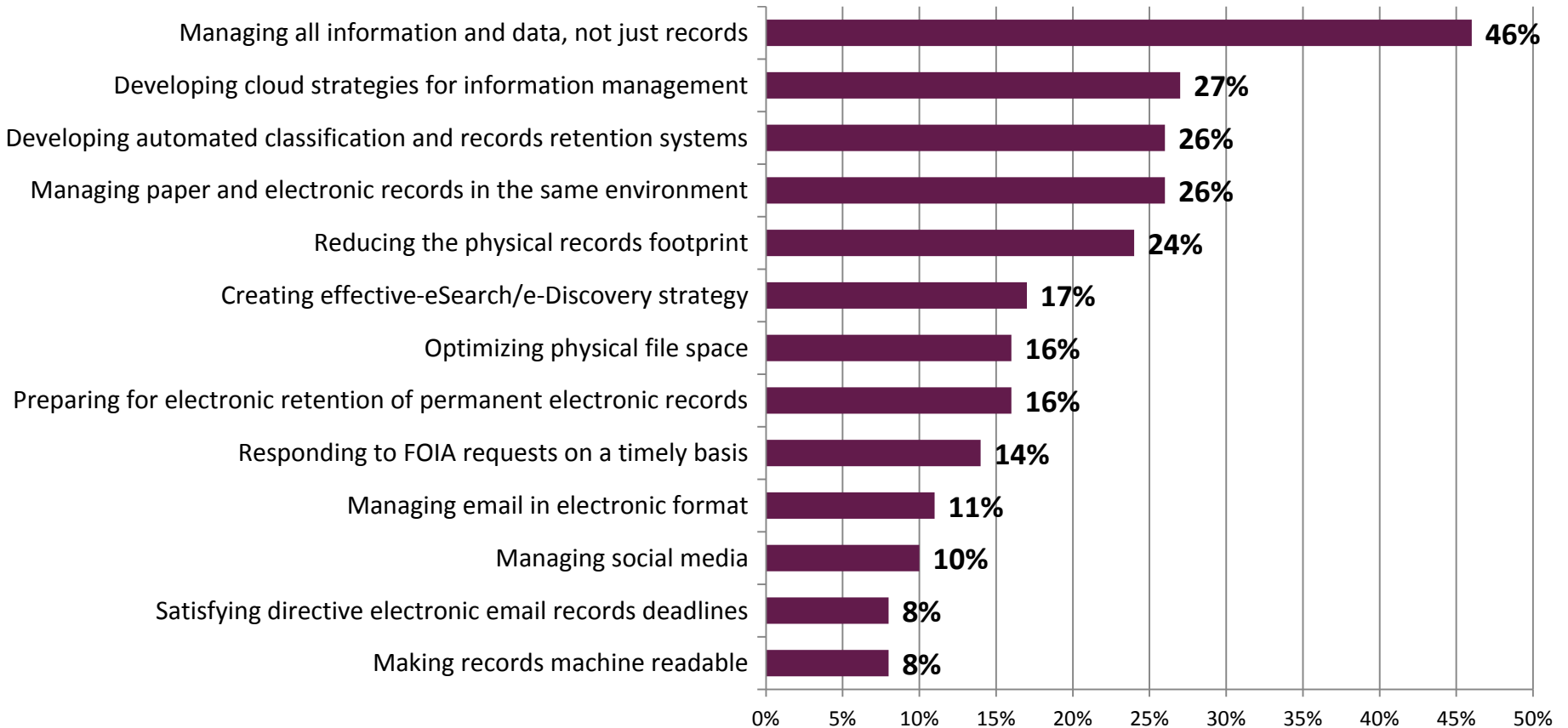
Note: Up to three responses allowed

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**Q** Which of the following capabilities do you believe will be in the greatest demand from your agency's information management professionals?

# Urgent Drivers

- The top driver of managing all information and data and not just records, points to the importance of adopting a broader, more holistic approach to information management, and taking a digital-leading view of managing information and data beyond records management alone.



Note: Up to three responses allowed



What do you consider to be the most urgent drivers in terms of records and information management?

# Urgent Drivers Differences


- Perhaps not surprisingly, those with titles other than Records Officers/Records Liaison Officers are nearly twice as likely (50% versus 27%) to consider managing all information and data and not just records as the most urgent drivers in terms of records and information management. Those aged 50-65 (54%) feel likewise compared to their younger counterparts. The tables below cite other differences as well.

By Job Titles and Age	Total	Records Officers/Records Liaison Officers	Other Titles	21-39 yrs.	40-49 yrs.	50-65 yrs.
Managing all information and data, not just records	46%	27%	50%	37%	43%	54%

By Location	Total	DC Metro Area	Outside DC Metro Area
Developing cloud strategies for information management	27%	40%	24%

By Agency Type	Total	Civilian	Defense
Developing automated classification and records retention systems	26%	20%	34%

Note: Up to three responses allowed

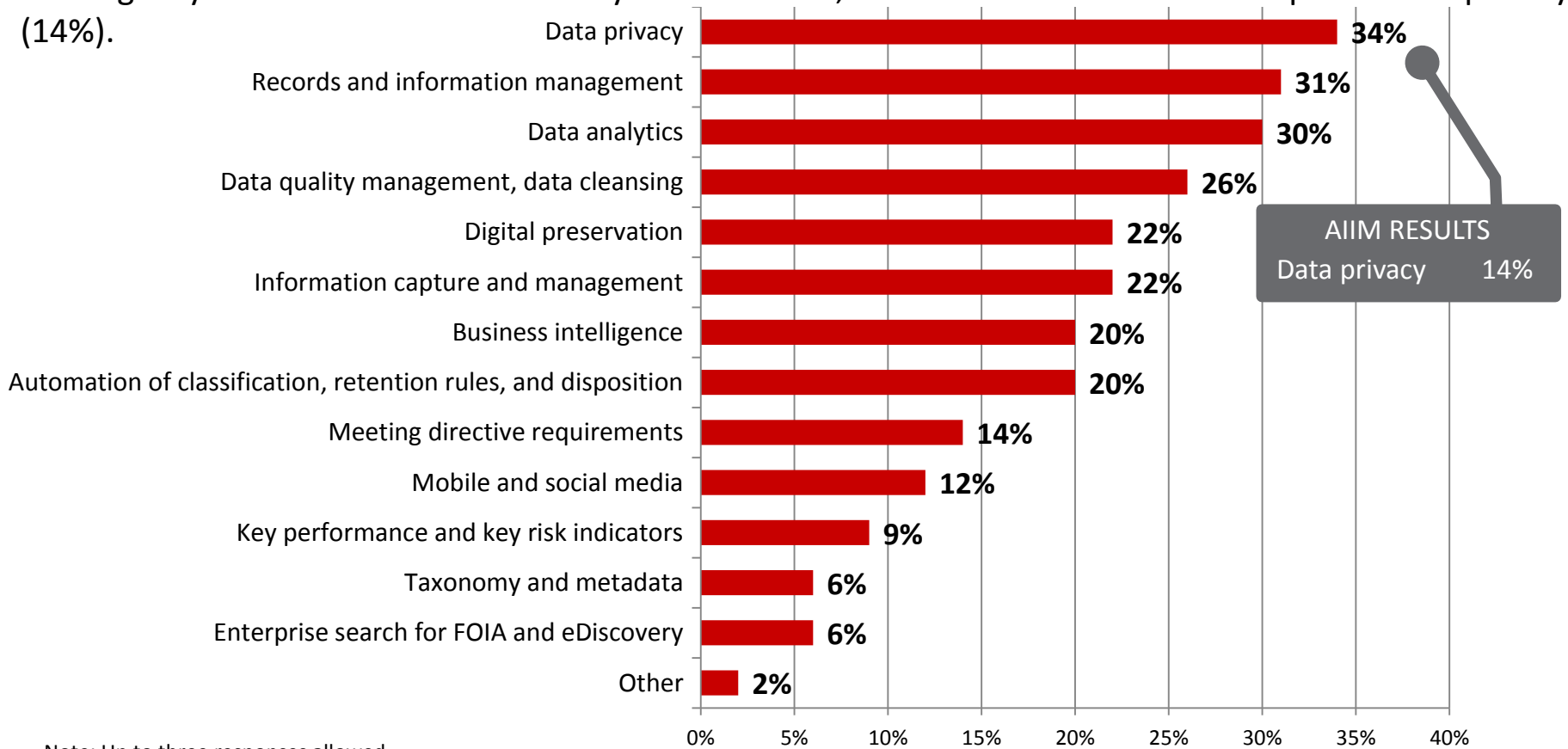
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What do you consider to be the most urgent drivers in terms of records and information management?

# Projects in Demand

- In keeping with the pattern seen above, the triad of data privacy (34%), records and information management (31%), and data analytics (30%) rise to the fore as the three projects in greatest demand for their agency over the next three to five years. However, AIIM results show far less emphasis data privacy (14%).



Note: Up to three responses allowed

**Q** Which of the following projects do you feel will be in the greatest demand for your agency over the next three to five years?


# Projects in Demand Differences


- Smaller agencies are more likely to feel records and information management, digital preservation and taxonomy and metadata will be in greatest demand for their agency in the next three to five years.
- Those in metro DC are nearly twice as likely to consider information capture and management in greatest demand at their agency over the next three to five years.

By Number of Employees	Total	1,000 and Under	1,001 - 10,000	Over 10,000 Employees
Records and information management	31%	42%	28%	24%
Digital preservation	22%	28%	25%	12%
Mobile and social media	12%	5%	19%	12%
Taxonomy and metadata	6%	9%	6%	1%

By Location	Total	DC Metro Area	Outside DC Metro
Information capture and management	22%	35%	19%

Note: Up to three responses allowed

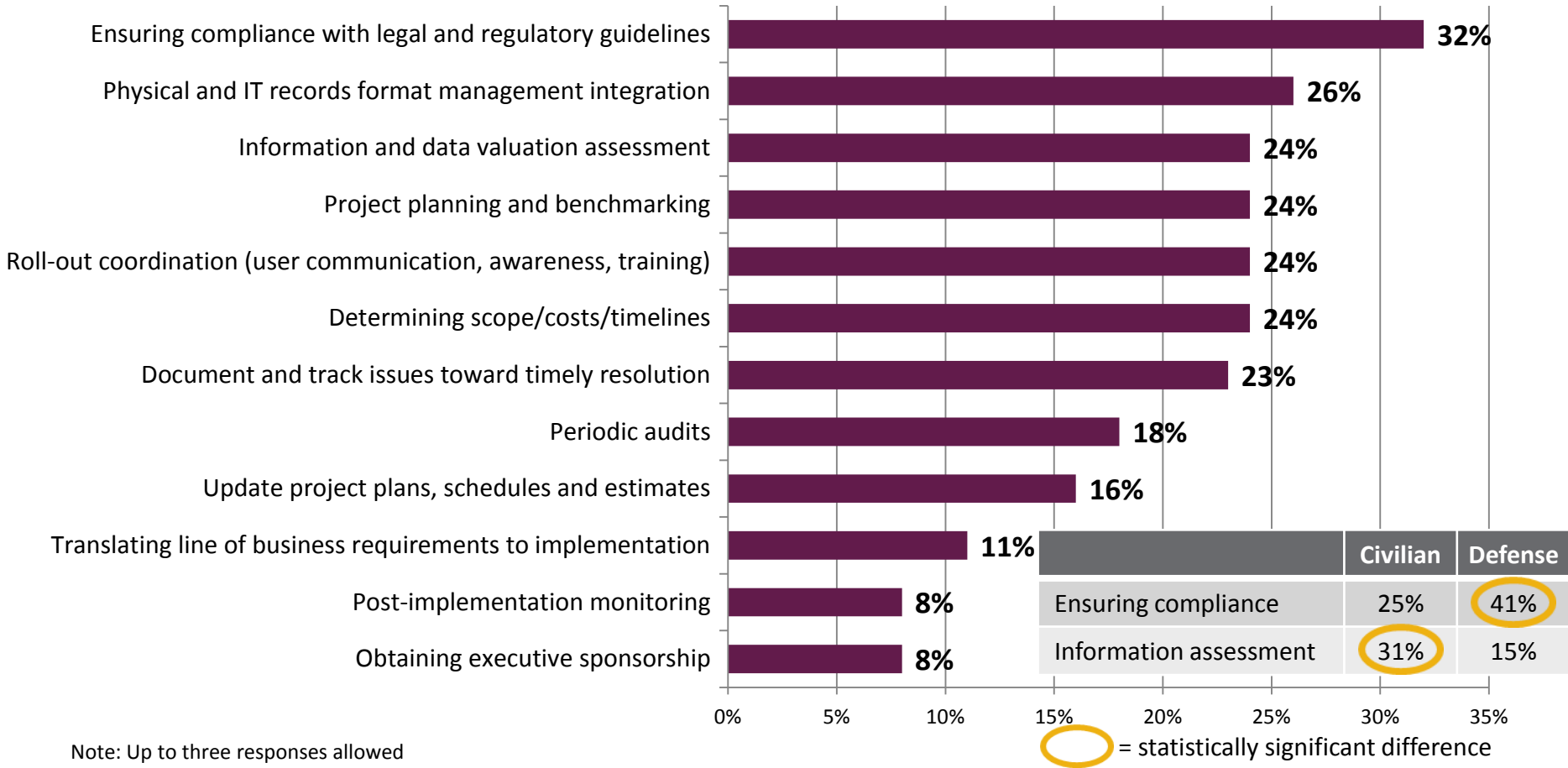
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 Which of the following projects do you feel will be in the greatest demand for your agency over the next three to five years?



# Impactful Project Management Skills

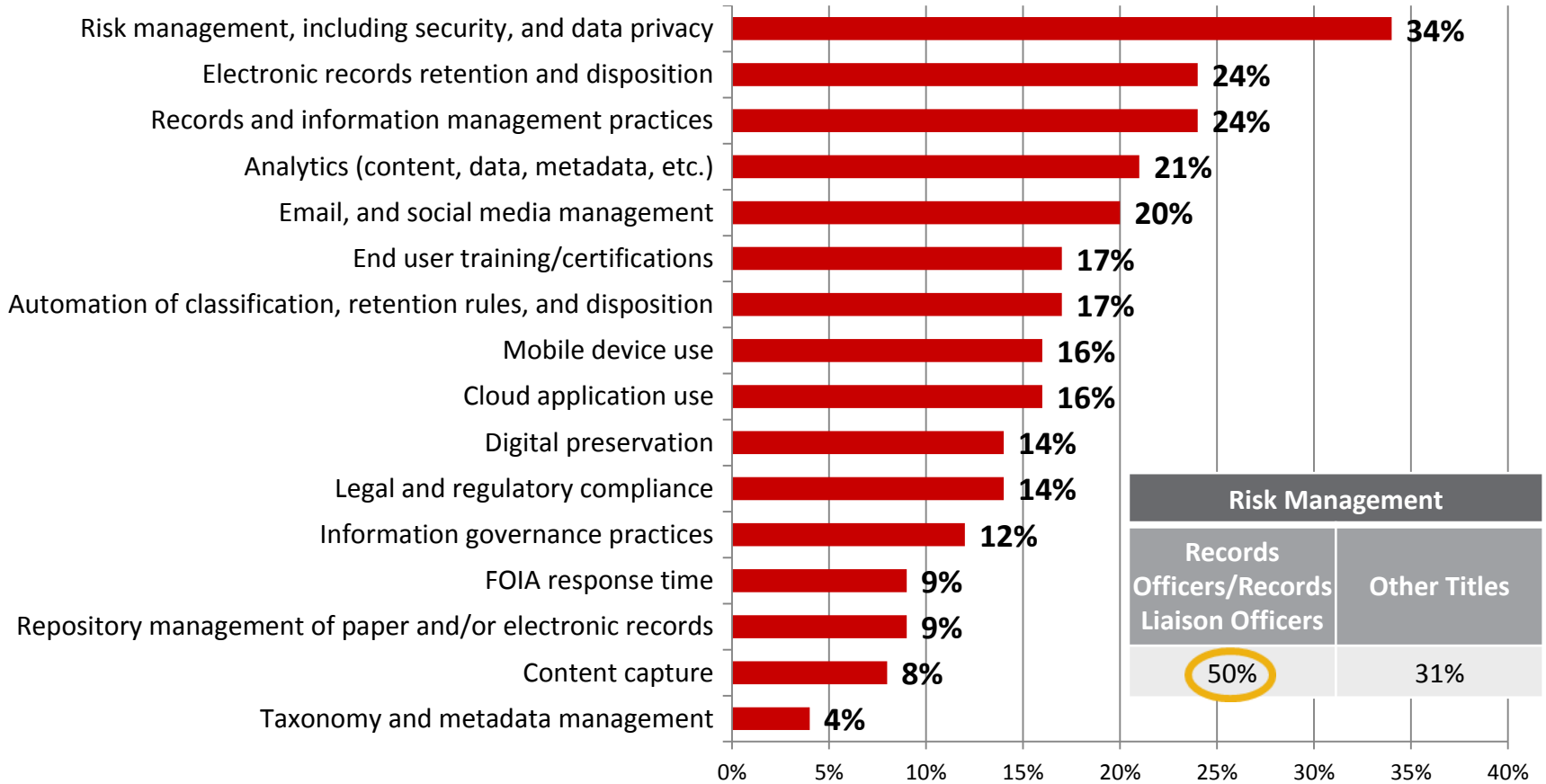
- Ensuring compliance (32%), particularly in the defense realm (41%), is the project management skill estimated to have the greatest impact on records management over the next 24 months.



Which of the following project management skills do you believe will have the greatest impact on your records management projects over the next 24 months?

# Areas for Improvement

- Risk management (34%, and rising to 50% among Records Officers/Records Liaison Officers) is most often cited as an area for improvement.



Note: Up to three responses allowed

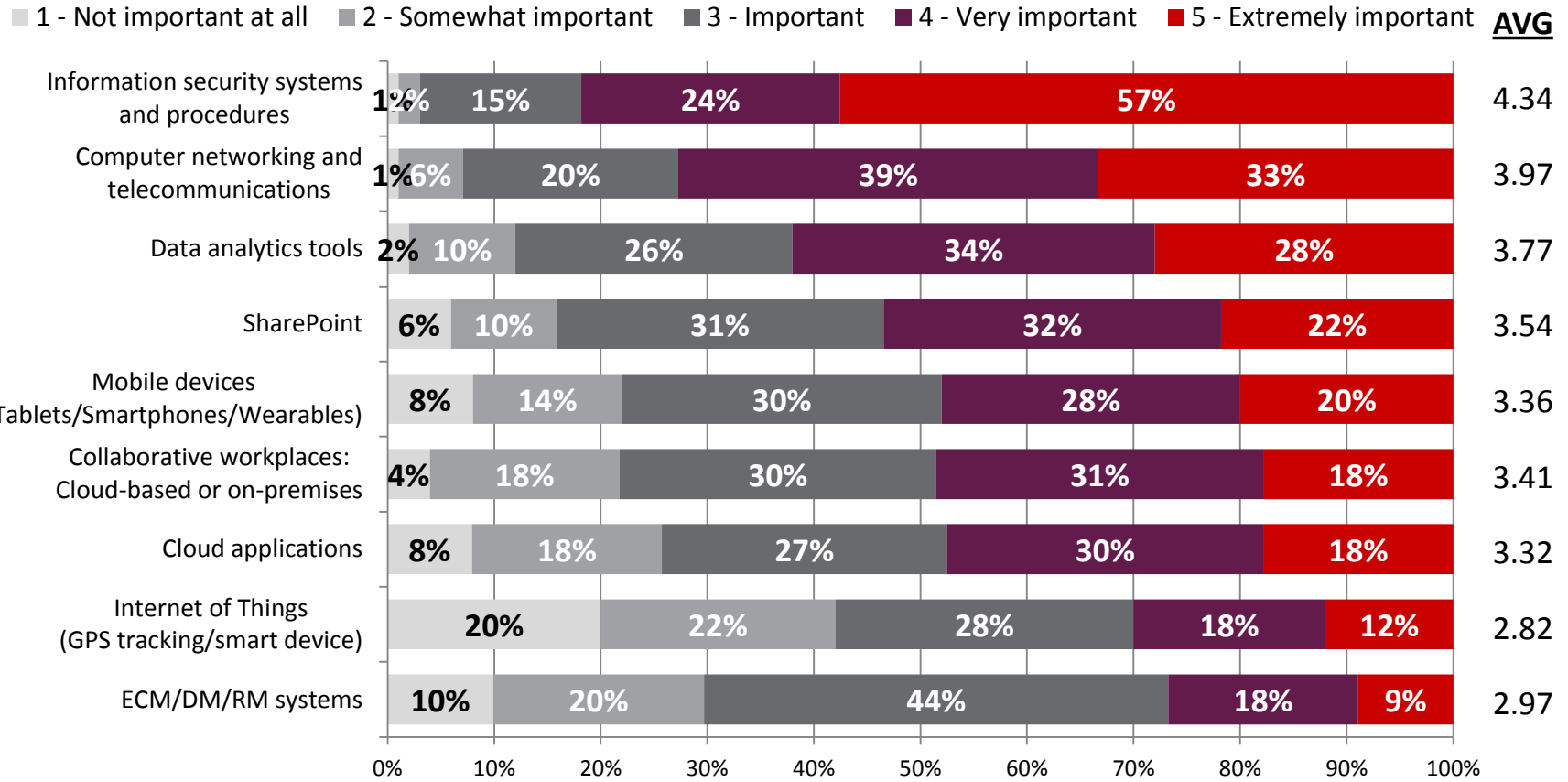
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*In your opinion, which of the following do you feel your agency realizes are areas for improvement?*

# IT Platform Importance

- Respondents feel it is of the greatest importance to their agency to have knowledge of information security systems and procedures, followed by computer networking and telecommunications, and data analytics tools.




**Q** What level of knowledge of the following information technology platforms do you feel are of greatest importance for your agency?

# IT Platform Importance Differences

- To a significantly greater degree than their defense peers, civilian agency respondents feel it is of the greatest importance to their agency to have knowledge of collaborative workplaces, cloud applications, mobile devices, and ECM/DM/RM systems.
- Agencies of more than 10,000 employees are similarly more likely to cite data analytics tools, SharePoint, Cloud and ECM/DM/RM systems as important.

By Agency Type	Total Top 2 (Extremely/ Very Important)	Civilian	Defense
Collaborative workplaces	48%	54%	40%
Cloud applications	48%	54%	38%
Mobile devices	47%	54%	36%
ECM/DM/RM systems	27%	32%	19%

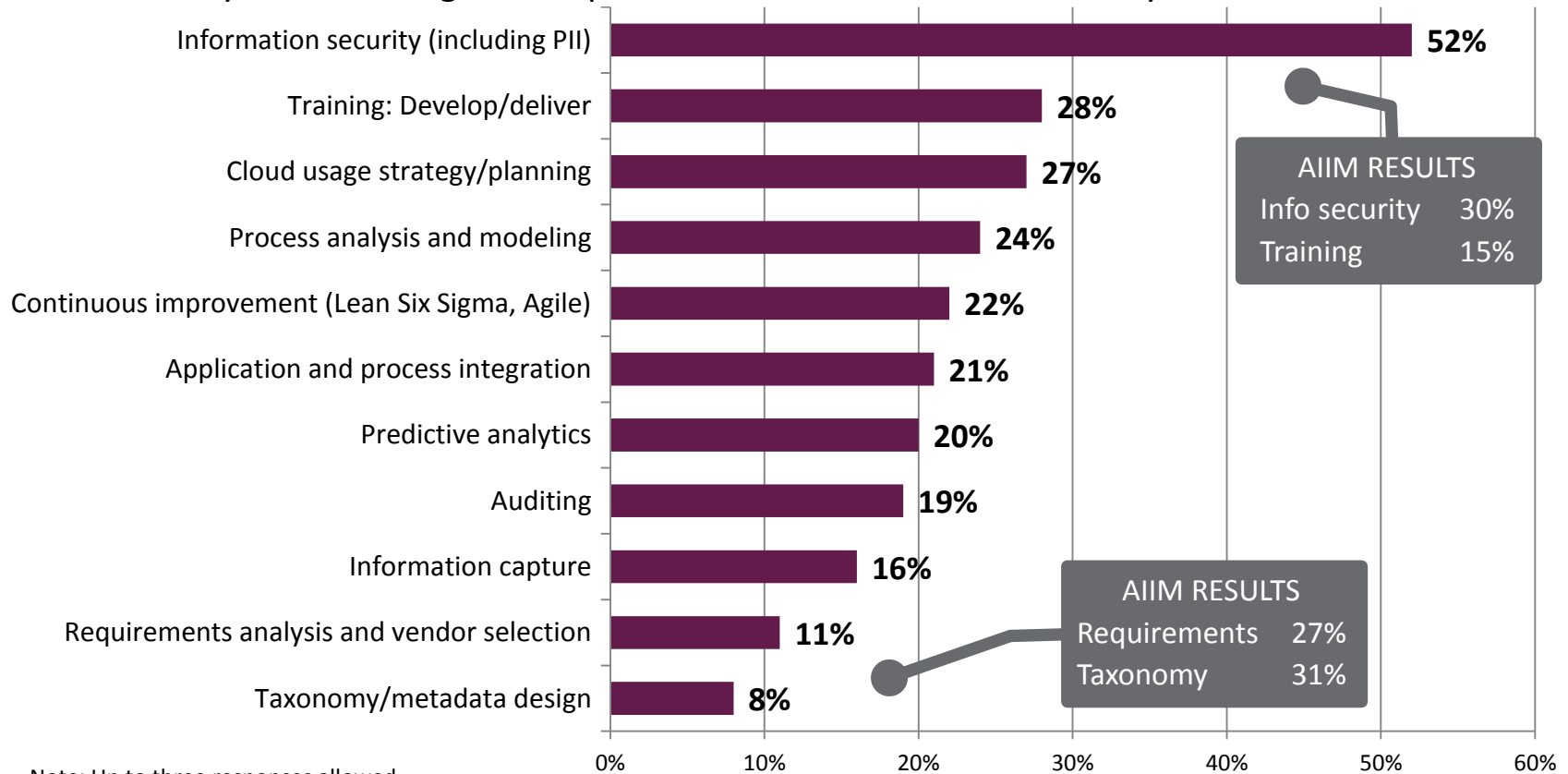
By Number of Employees	Total Top 2	1,000 and Under	1,001 – 10,000	Over 10,000
Data analytics tools	62%	60%	51%	76%
SharePoint	54%	57%	40%	64%
Cloud applications	48%	37%	50%	55%
ECM/DM/RM systems	27%	20%	24%	37%

 = statistically significant difference

**Q** What level of knowledge of the following information technology platforms do you feel are of greatest importance for your agency?

# Technical Skills in Demand

- Information security is by far the technical skill in greatest demand. The top two skills also align with the AIIM study of commercial respondents. But more importantly, the federal market may be out of step with the need for requirements analysis and taxonomy/metadata design, rated noticeably lower among federal professionals than in the AIIM study.



**Q** Which of the following technical skill sets do you believe will be in the greatest demand for your agency's information management professionals?

# Technical Skills in Demand Differences


- A significantly greater proportion of defense respondents and those outside the DC metro area indicate information security as the technical skill in greatest demand.
- Respondents in the DC metro area are more likely to note cloud usage and information capture as skills in great demand relative to respondents outside the DC metro area.
- Records professionals are less likely to note predictive analytics as an in-demand skill relative to respondents with other job titles.

By Agency Type	Total	Civilian	Defense
Information security	52%	43%	64%

By Location	Total	DC Metro Area	Outside DC Metro
Information security	52%	33%	57%
Cloud usage	27%	40%	24%
Information capture	16%	30%	13%

By Job Titles	Total	Records Officers/Records Liaison Officers	Other Titles
Predictive analytics	20%	7%	22%

Note: Up to three responses allowed

 = statistically significant difference

**Q** Which of the following technical skill sets do you believe will be in the greatest demand for your agency's information management professionals?

# Soft Skills in Demand

- Respondents most often report innovative thinking as the soft skill that is in demand for information management professionals.
- Relative to defense respondents, a significantly greater proportion of civilian agency respondents note change management as an in-demand soft skill.



**Q** Which of the following soft skills do you believe will be in the greatest demand for information management professionals in your agency?



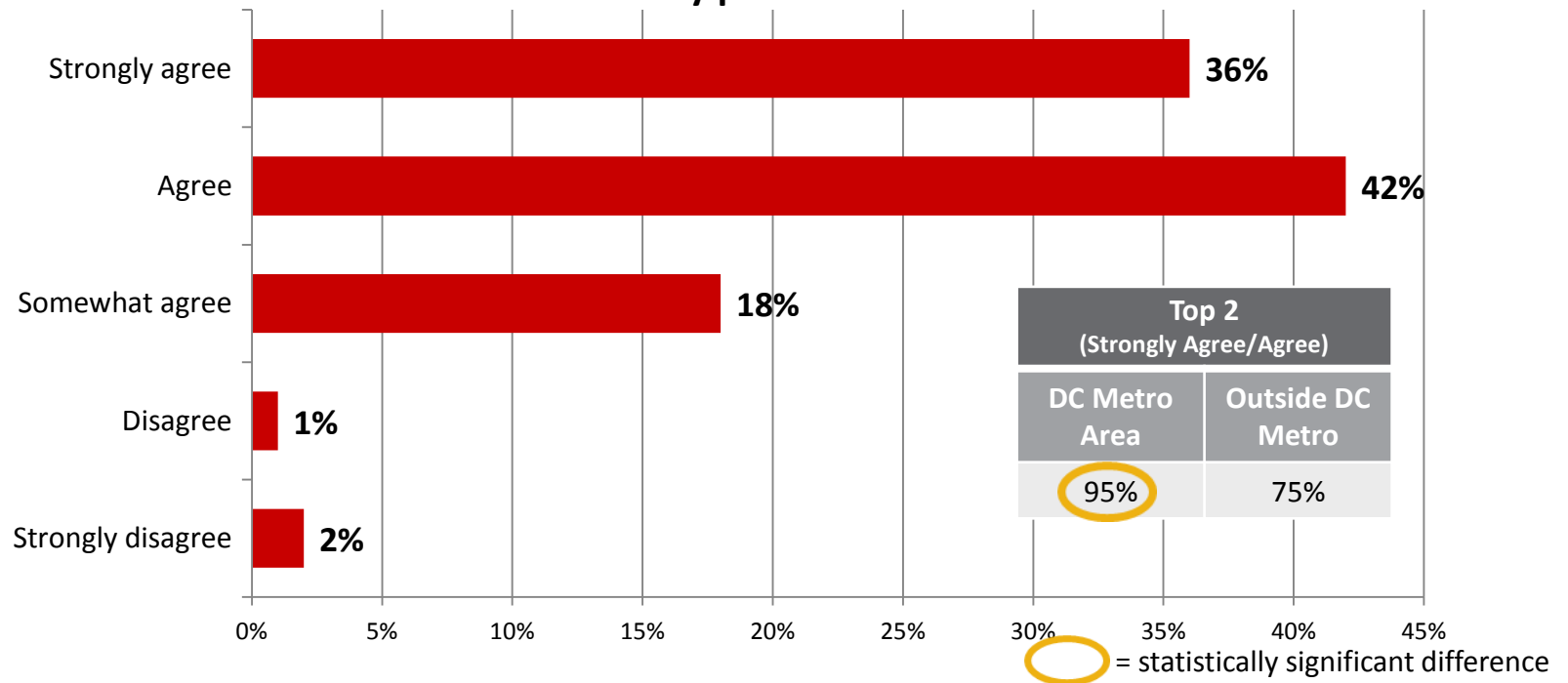
# **Professional Development and Agency Support**



# Seeking Professional Training and Education

- Four in five respondents (78%) agree they are proactive in seeking additional training and education to enhance their professional skills.
- A significantly greater proportion of respondents in the DC metro area agree with this statement.

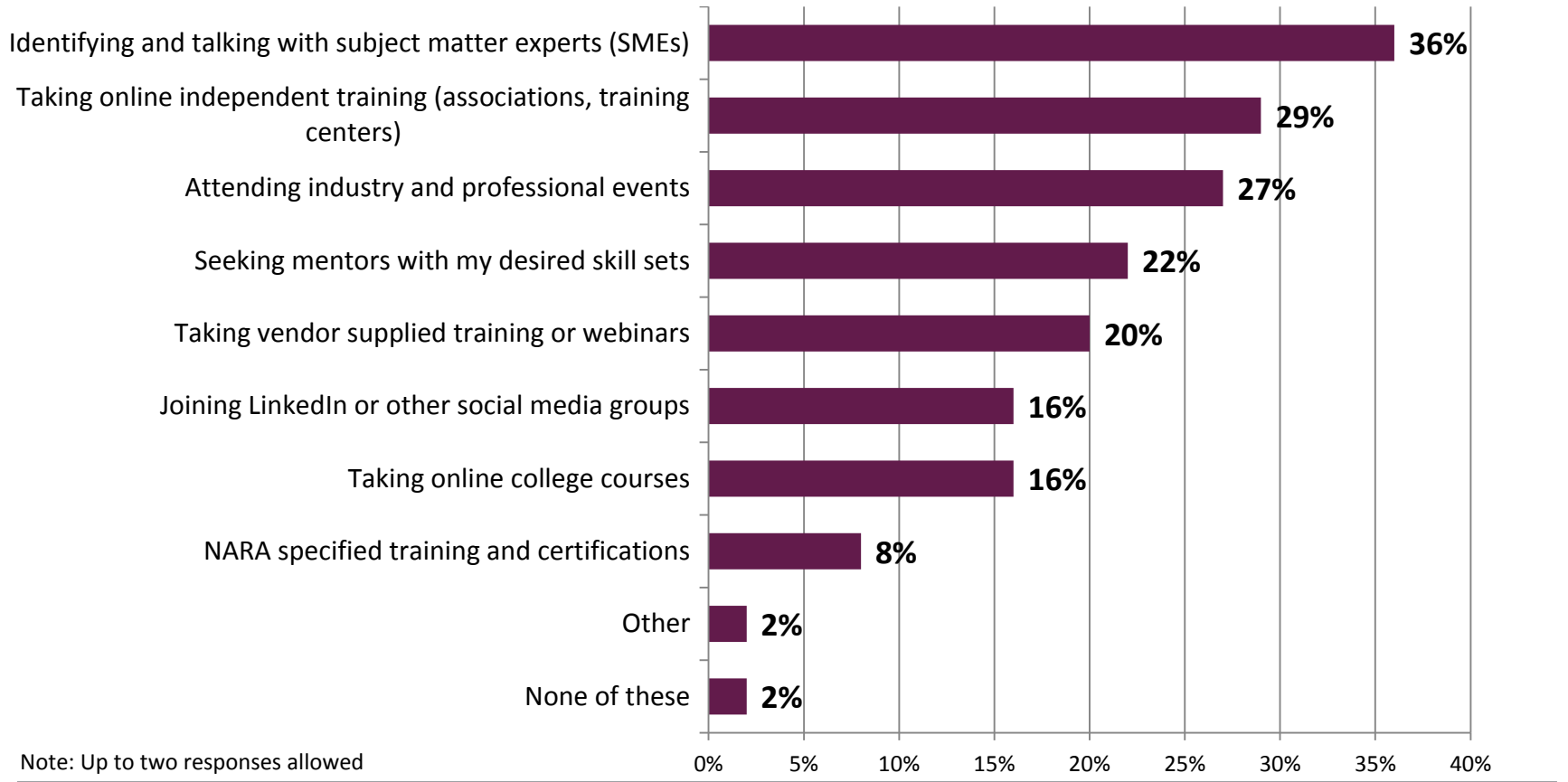
**"I am proactive in seeking additional training and education to enhance my professional skills."**



**Q** How do you feel about the following statement: "I am proactive in seeking additional training and education to enhance my professional skills."

# Current Professional Development Steps

- Respondents currently undertake a variety of steps to enhance their professional development, led by talks with SMEs, followed by association/training-center training, and industry and professional events.



Which are the most important steps you are currently taking with regard to your professional development?

# Current Professional Development Differences


- Civilian respondents are more likely to take vendor supplied training or webinars relative to defense respondents.
- Mid-size agencies are more likely to take online independent training and NARA training. Smaller agencies are more likely to attend industry and professional events.
- Current professional development methods differ by age, with more older respondents taking online independent training and younger respondents seeking mentors and NARA training.

By Agency Type	Total	Civilian	Defense
Taking vendor supplied training or webinars	20%	25%	12%

By Number of Employees	Total	1,000 and Under	1,001 – 10,000	Over 10,000
Taking online independent training	29%	22%	41%	24%
Attending industry and professional events	27%	40%	16%	25%
NARA specified training and certifications	8%	2%	12%	10%

By Age	Total	21-39 yrs.	40-49 yrs.	50-65 yrs.
Taking online independent training	29%	14%	47%	29%
Seeking mentors with my desired skill sets	22%	32%	24%	15%
NARA specified training and certifications	8%	12%	12%	3%

Note: Up to two responses allowed

 = statistically significant difference

**Q** Which are the most important steps you are currently taking with regard to your professional development?

## Sponsors of Events Attended

- A variety of commercial entities and associations are noted as sponsors or organizers of the industry and professional events that respondents attend.

Adobe	Department of Defense (DoD)
ADS, Inc.	Department of Veterans Affairs (VA)
American Economic Association (AEA)	Digital Government Institute (DGI)
American Society for Quality Control (ASQC)	Dominion Virginia Power
American Society of Military Comptrollers (ASMC)	Elliott School of International Affairs at GWU
American Statistical Association (ASA)	Esri
Armed Forces Communications and Electronics Association (AFCEA)	FedEx
Association of Government Accountants (AGA)	Fred Pryor Training
Association of the United States Army (AUSA)	General Dynamics
Carahsoft	Headquarters, U.S. Army Materiel Command (HQAMC)
Cisco	Healthcare Information and Management Systems Society (HIMSS)
Cloudera	IBM
Defense Acquisition University (DAU)	Institute of Electrical and Electronics Engineers (IEEE)
Deloitte	



*Who are the sponsors or organizers of the industry and professional events you attend? (open end)*

## Sponsors of Events Attended (cont.)

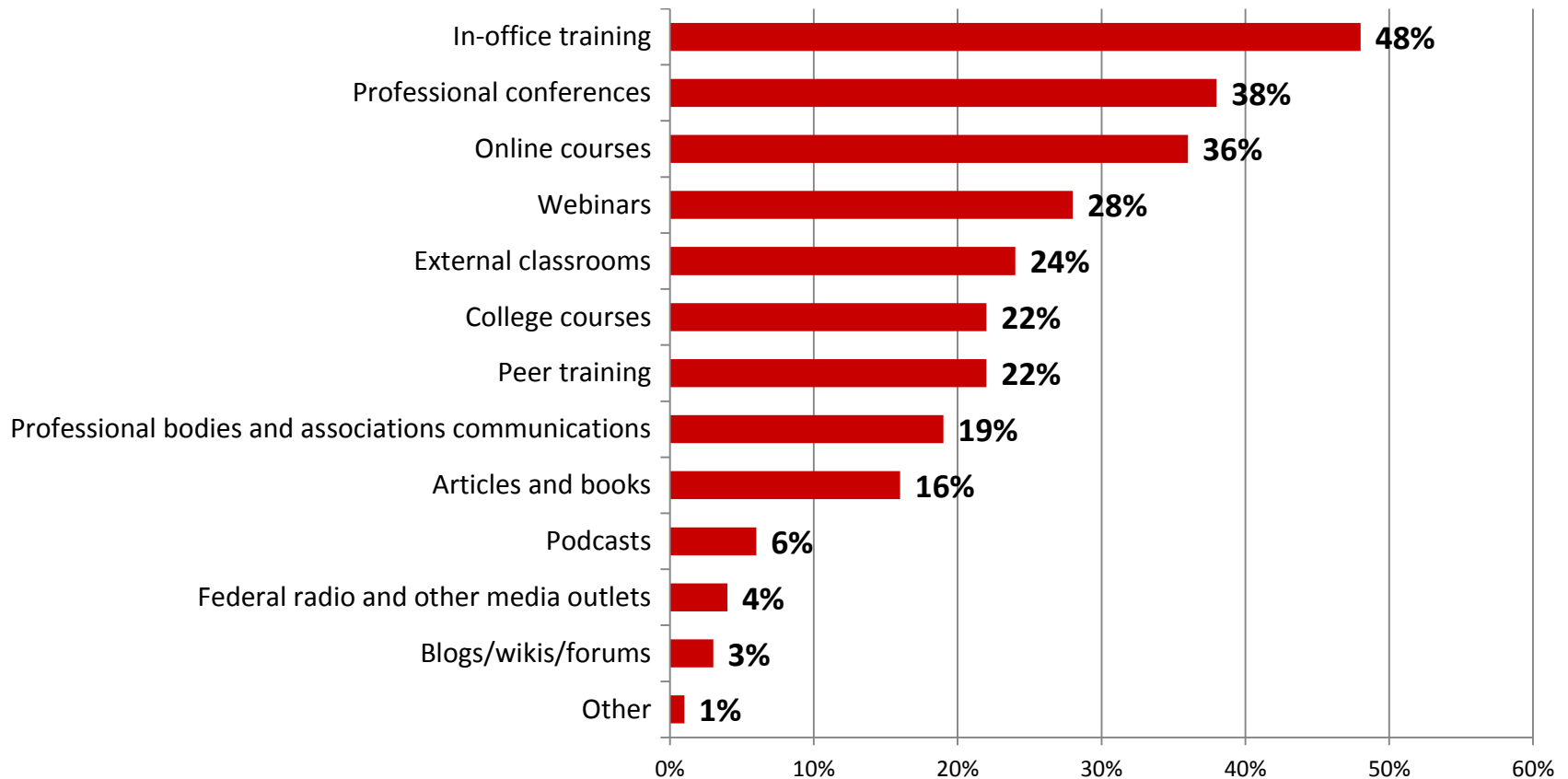
International Facility Management Association (IFMA)	SANS Institute
International Information Systems Security Certification Consortium (ISC) <sup>2</sup>	Society of American Military Engineers (SAME)
Joint Special Operations University (JSOU)	State Department
Lockheed Martin	SunGard
MeriTalk	U.S. Air Force
Microsoft	U.S. Army
National Association of Government Archives and Records Administrators (NAGARA)	U.S. Army Intelligence and Security Command (INSCOM)
National Defense Industrial Association (NDIA)	Under Armour
Occupational Safety and Health Administration (OSHA)	United States Transportation Command (USTRANSCOM)
Oracle	USAA
Polartec	USPS
Red Hat	Western Electricity Coordinating Council (WECC)
SAIC	Young Professionals in Foreign Policy



*Who are the sponsors or organizers of the industry and professional events you attend? (open end)*

# Preferred Methods of Professional Development

- In-office training, professional conferences and online courses and webinars are respondents' top preferred methods of professional development.



Note: Up to three responses allowed



What are your preferred methods of professional development?

# Preferred Methods Differences


- A greater proportion of civilian respondents prefer webinars relative to defense respondents.
- Respondents from smaller agencies are more likely to prefer professional conferences.
- Respondents 50-65 years old are more likely to prefer online courses and professional bodies and association communications as forms of professional development. Respondents 21-39 years old are more likely to prefer college courses.


By Agency Type	Total	Civilian	Defense
Webinars	28%	35%	19%

By Number of Employees	Total	1,000 and Under	1,001 – 10,000	Over 10,000
Professional conferences	38%	49%	35%	30%

By Age	Total	21-39 yrs.	40-49 yrs.	50-65 yrs.
Online courses	36%	32%	27%	45%
College courses	22%	35%	16%	17%
Professional bodies and associations communications	19%	9%	20%	24%

Note: Up to three responses allowed

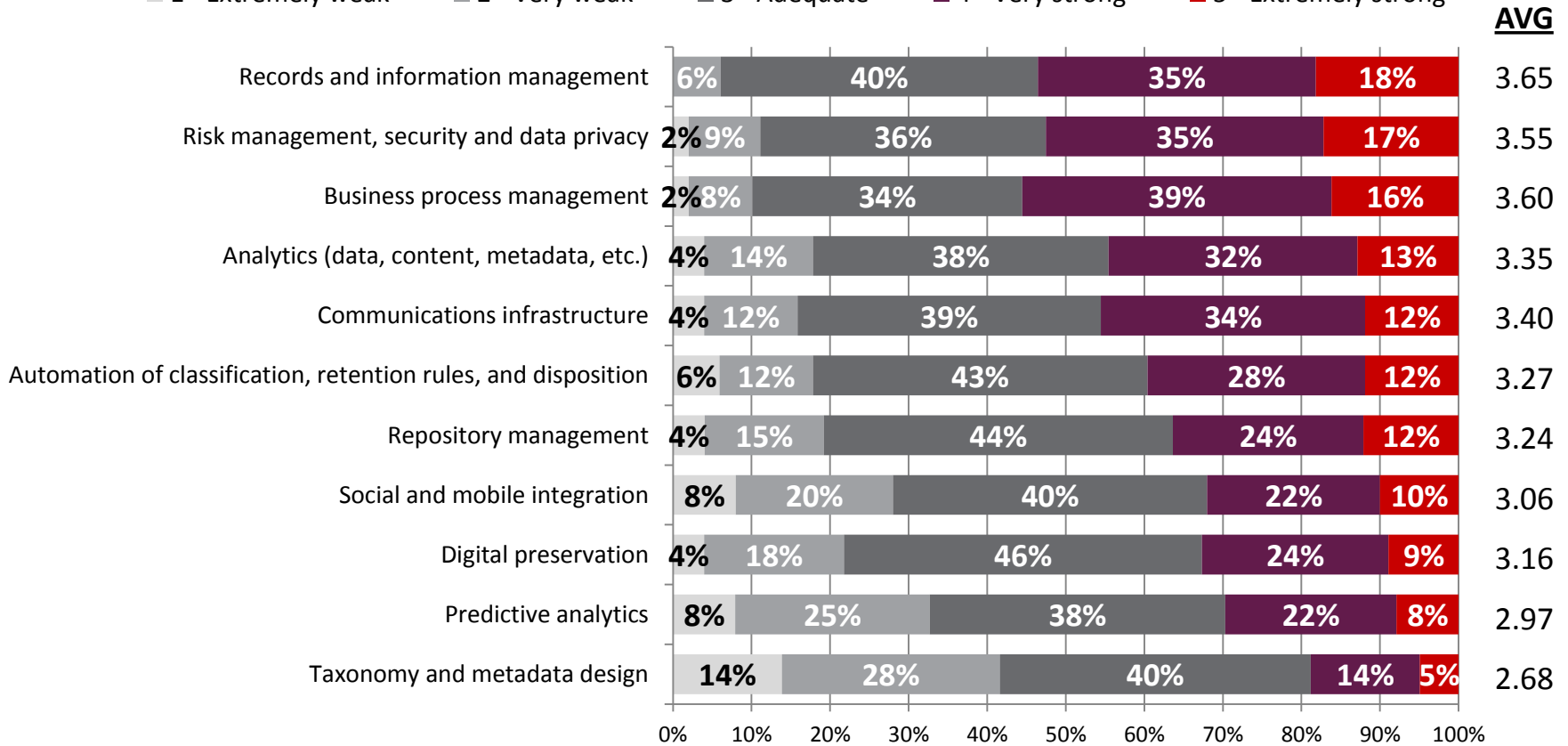
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 What are your preferred methods of professional development?

# Technical Skill Ratings

- Over half of respondents rate their technical skills as strongest for records and information management, risk management/security/data privacy and business process management.

1 - Extremely weak    
  2 - Very weak    
  3 - Adequate    
  4 - Very strong    
  5 - Extremely strong



**Q** How would you rate your technical skills in the following areas?




# Technical Skill Ratings Differences

- Ratings are significantly higher among Records Officers/Records Liaison Officers, respondents outside the DC metro area and among younger respondents for a handful of technical skills.

By Job Titles	Total Top 2 (Extremely/ Very Strong)	Records Officers/Records Liaison Officers	Other Titles
Records and information management	54%	73%	50%
Risk management, security and data privacy	52%	73%	48%
Digital preservation	32%	50%	29%

By Location	Total Top 2	DC Metro Area	Outside DC Metro Area
Risk management, security and data privacy	52%	35%	57%
Communications infrastructure	46%	33%	50%
Predictive analytics	30%	16%	33%

By Age	Total Top 2	21-39 yrs.	40-49 yrs.	50-65 yrs.
Repository management	36%	51%	35%	28%
Social and mobile integration	32%	46%	29%	26%

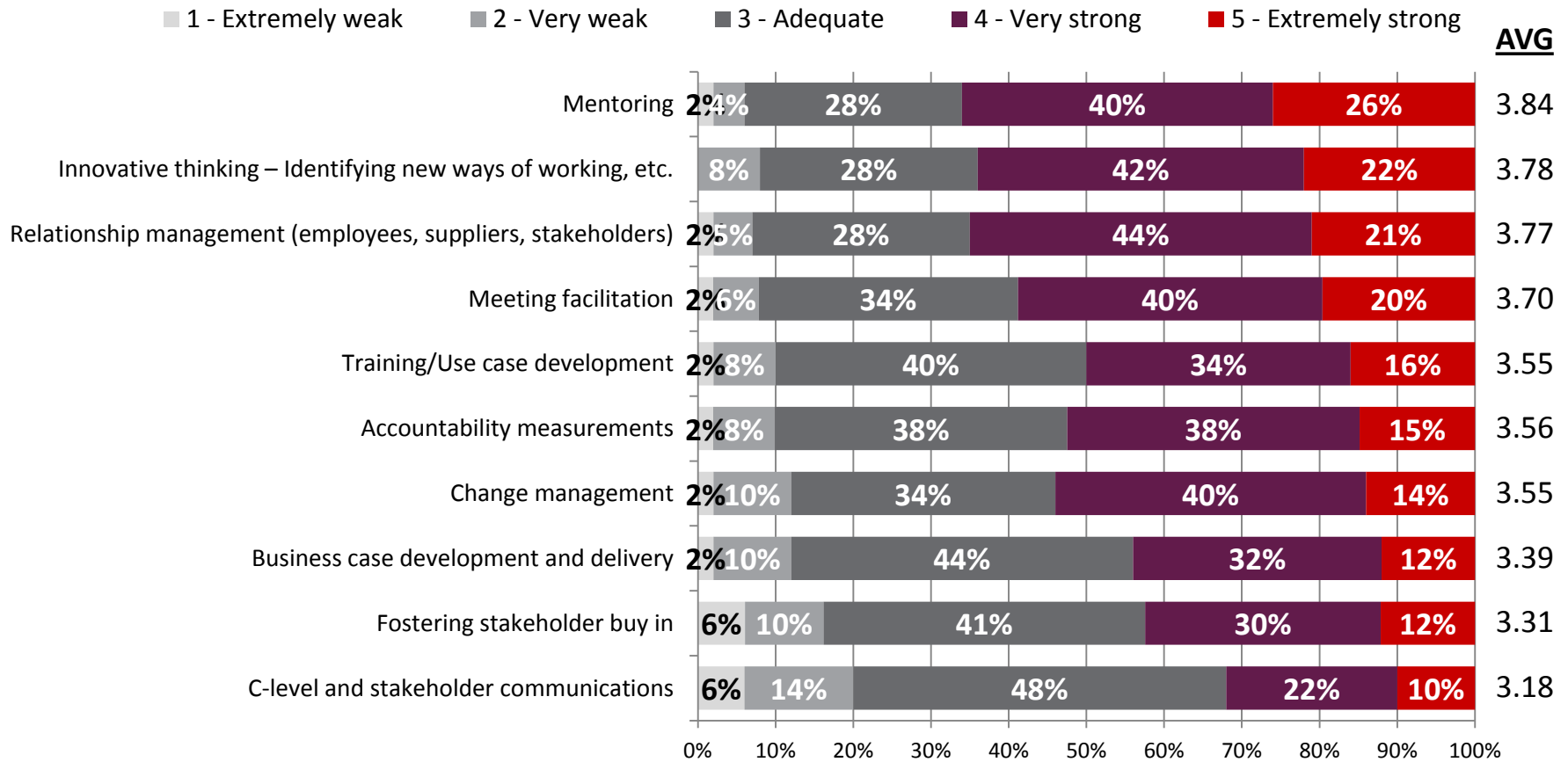
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How would you rate your technical skills in the following areas?

# Soft Skill Ratings

- Six in ten respondents rate their soft skills as strongest for mentoring, innovative thinking and relationship management.




How would you rate your soft skills in the following areas?

# Soft Skill Ratings Differences

- Respondents from the largest agencies are more likely to give higher ratings for their innovative thinking, relationship management and meeting facilitation.
- Respondents 21-39 years old are more likely to give higher ratings for their accountability measurements. Respondents 40-49 years old rate their skills in meeting facilitation and fostering stakeholder buy-in higher. Respondents 50-65 years old give themselves high ratings for C-level and stakeholder communications.

By Number of Employees	Total Top 2 (Extremely/ Very Strong)	1,000 and Under	1,001 – 10,000	Over 10,000
Innovative thinking	64%	63%	57%	72%
Relationship management	64%	71%	53%	70%
Meeting facilitation	59%	58%	50%	69%

By Age	Total Top 2	21-39 yrs.	40-49 yrs.	50-65 yrs.
Meeting facilitation	59%	51%	67%	60%
Accountability measurements	52%	61%	57%	45%
Fostering stakeholder buy in	42%	30%	49%	46%
C-level and stakeholder communications	32%	23%	33%	38%

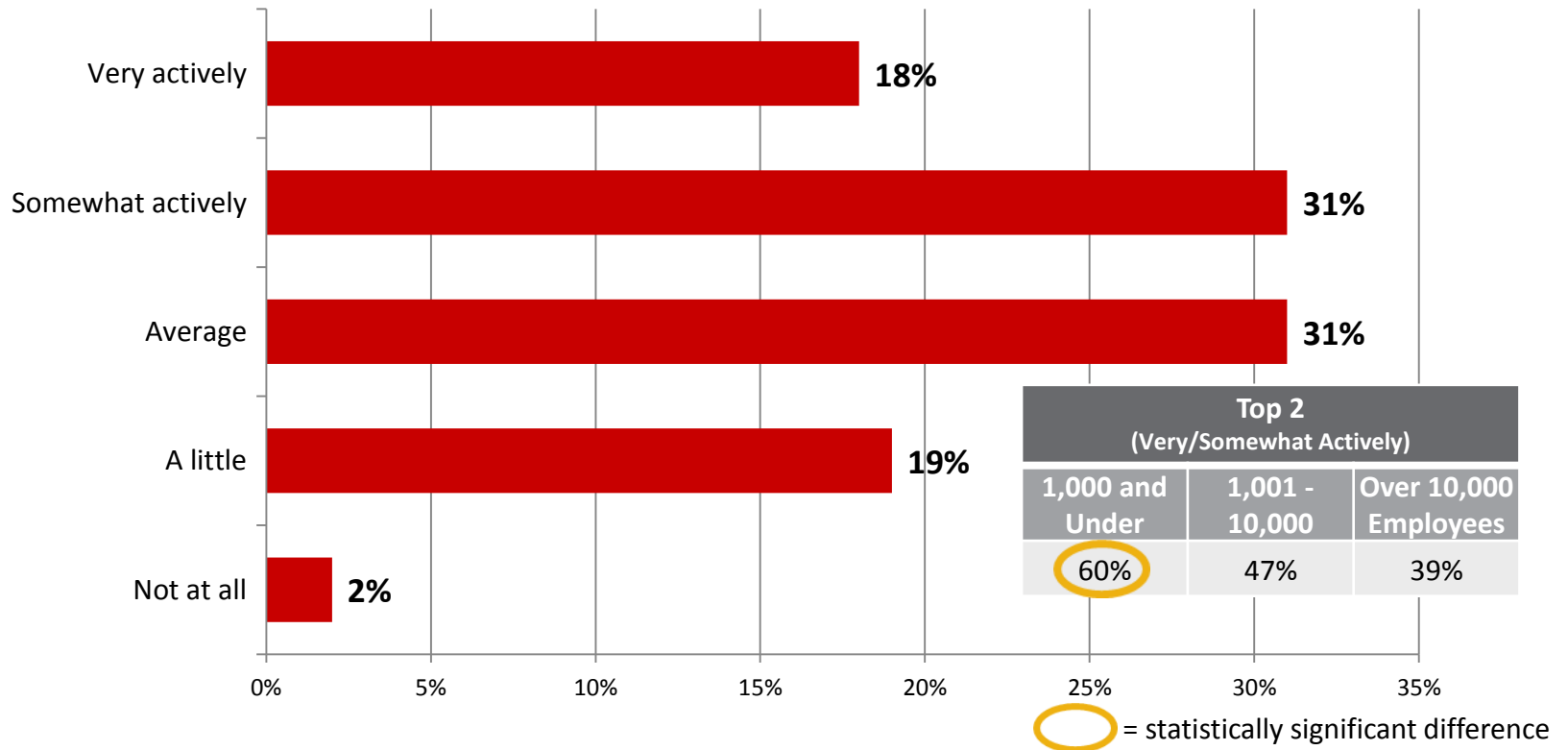
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How would you rate your soft skills in the following areas?

# Level of Agency Support

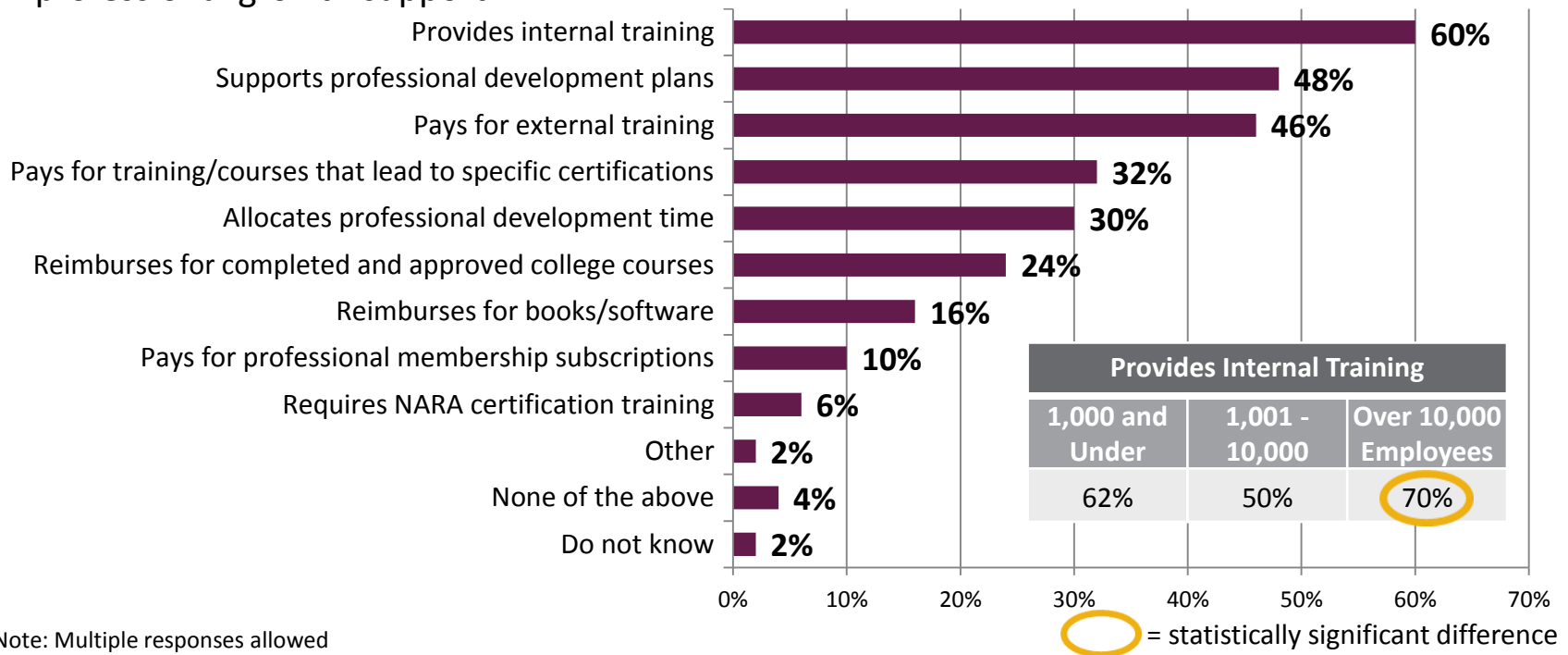
- About half of respondents state that their agency somewhat or very actively supports their professional growth, while another 31% describe the effort as average.
- Respondents from smaller agencies with less than 1,000 employees are more likely to note their agency actively supports their professional growth.



*In overall terms, how well would you say your agency supports your professional growth?*

# Methods of Agency Support

- Agencies support professional growth through a variety of means, with internal training noted most often by six in ten respondents. Almost half also indicate agency support by having professional development plans and paying for external training.
- Though high among all agency sizes, a significantly greater proportion of respondents from larger agencies with over 10,000 employees indicate internal training as means of agency professional growth support.

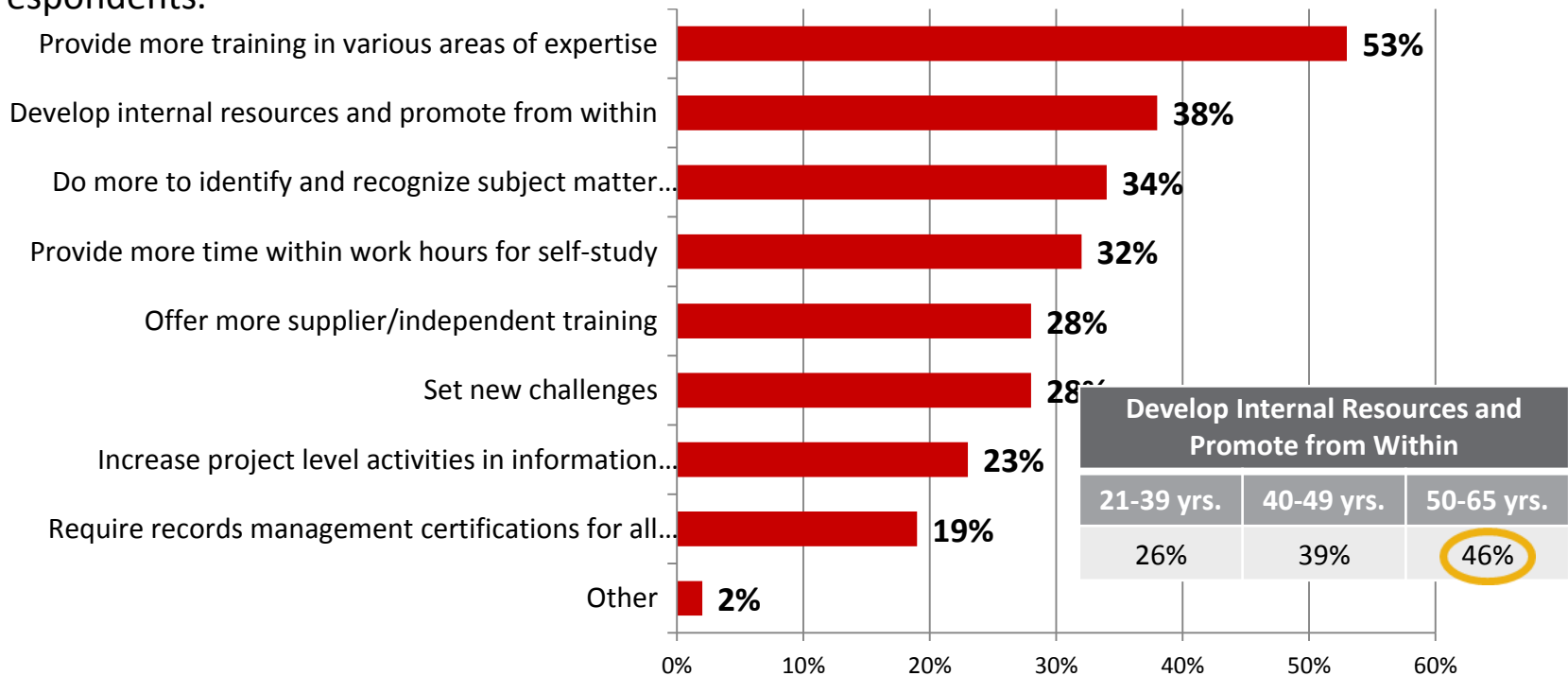


Note: Multiple responses allowed

**Q** In which of the following ways does your agency support your professional growth?

# Recommendations for Agency Support

- Providing more training in various areas of expertise is cited most often as a way to motivate and support professional development.
- A greater proportion of older respondents note developing internal resources and promoting from within as a way to motivate and support professional development relative to younger respondents.



Note: Multiple responses allowed

= statistically significant difference

**Q** Which of the following do you feel your agency could do to motivate and support professional development?



# Conclusions and Recommendations

The following conclusions and recommendations are based on study findings and the interpretation of those findings by the project analyst. These conclusions may or may not represent the views of Iron Mountain.

# Conclusions and Recommendations

Federal agencies are at a watershed moment that could affect their future performance and ability to meet mission goals. The bottom line is that government is not fully prepared for the future, and needs to get ready by focusing on the digital aspects of information management. This goes beyond strict records management, to the management of *all* data and information, regardless of format. This summary identifies the convergence of several key factors, illustrating the need for government to start repositioning itself for future effectiveness and success.



## Conclusions and Recommendations (cont'd)

- **Meet the demand for specialized skills.** More than half of respondents believe information security and access control will be in greatest demand from their agency's information management professionals. Quality management and analytics capabilities are likewise called for. In addition, projects related to data privacy, records/information management and data analytics are perceived to be in the greatest demand for agencies over the next 3-5 years. A specialized set of skills is therefore needed to meet these requirements.
- **Agencies need to focus on soft and technical skills in need of improvement, and understand why improvement is needed.** Agency respondents boast an array of soft and technical skills that will be valuable to their agency in the years ahead. They also recognize their areas of weakness. However, respondents do not always understand that some of their weaknesses are important enough to warrant strong improvement, such as in the technical skill of metadata and taxonomy, where the federal government is clearly out of step with commercial institutions; and the very weak soft skills of fostering stakeholder buy-in and C-level and stakeholder communications.

## Conclusions and Recommendations (cont'd)

- **Evangelize a more holistic approach to information management, and prepare to sell it internally.** The need for persuasive discussions with stakeholders comes at a time when the most urgent driver in records and information management – managing all information and data and not just records – calls for a correspondingly broader, more holistic approach to information management, and in taking a digital-leading view of managing information and data beyond records management alone. As a result, roles will need to evolve, but a smooth transition will be very difficult to achieve without the active support of senior agency decision makers. The skills to persuade them to support this new way of doing business are therefore highly valuable.
- **Leverage the knowledge and mentoring skills of older staff before they retire.** The federal workforce is aging, and with it will go a rich repository of knowledge unless tapped as part of a wider mentoring and training regimen. This will help to ensure the smooth transfer of learning, and continuity of operations over the longer term. It will help the next generation of agency staff to sharpen their skills, design and implement agency programs, and both champion and enact internal reforms. Fortunately, there is great interest in training; indeed, this is needed to help younger workers to see a path forward in their federal government careers.

## Conclusions and Recommendations (cont'd)

- **Most respondents want professional development training. Provide it in the formats they most prefer.** Over three-quarters of respondents agree they are proactive in seeking additional training and education to enhance their professional skills. Consider professional development programs delivered according to their preferences, such as in-office training, professional conferences, and online courses and webinars.
- **Agencies should raise awareness of their strong support of staff's professional development.** About half of the respondents indicate their agency somewhat or very actively supports their professional growth, while another one-third describe the effort as average. Providing more training in various areas of expertise is cited most often as a way to motivate and support professional development. Internally, agencies should more aggressively advertise their support of staff professional development. In addition, about half feel that NARA should provide more specific training courses toward certification and deliver progressive training courses via online modules or webinars as ways to motivate understanding and support professional development.

## Conclusions and Recommendations (cont'd)

- **Create a forum for the sharing of ideas and best practices.** What appears to be lacking in the federal space is an effective forum for federal records management professionals to exchange information within and between agencies. Specifically, such a community of interest would share best practices on how to address such issues as the need for more training, how best to deliver that training (bearing in mind the differing goals and preferences of younger and older staff) and how to address gaps between the current state of readiness among these federal workers versus the future needs of the agencies themselves. Such a forum would reduce any duplication of effort and serve to raise the overall quality and consistency of solutions to issues and performance gaps in the federal space.

## Contact Information



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