Heather Sharbaugh, 2024 Board of Directors Candidate

Heather is an energetic and experienced project, information governance, and records/document manager with 20 years of practice in fast-paced, highly regulated, and continually evolving environments, including retail and for-profit post-secondary education. To achieve success in Information Governance initiatives, Heather places a strong focus on considerations for the end-user, advocating for thoughtful change management, training, auditing, and continuous improvement. Heather Sharbaugh is a Sr. Consultant – Information Governance and Records and Information Management at Lighthouse Global.

Beyond commitments in Information Governance and Records Information Management, Heather is a part-time adjunct instructor, teaching undergraduate project management courses at Colorado Technical University.

Heather is a certified Information Governance Professional ("IGP"), a Project Management Professional ("PMP"), and a Certified Information Professional ("CIP").

Candidate Statement

As a dedicated professional with a background in records and information management, I am genuinely excited about the prospect of contributing to ARMA in a leadership role, serving on the Board of Directors. Over the course of my career, I have gained experience in various aspects within ARMA, from chapter member to chapter leader, from regional to involvement at the International level! I am eager to apply my skills and insights to further support ARMA's overarching objectives on the Board of Directors.

I believe in fostering best practices, encouraging innovation, promoting collaboration, and connecting with others as essential components of successful governance. Recognizing the importance of building strong relationships, I am committed to creating an environment where individuals can collaborate effectively, share knowledge, and collectively contribute to the success of ARMA and our members.

Aligning with the goals of the Board is a priority for me, and I am enthusiastic about the opportunity to contribute to the organization's growth and success. If entrusted with this responsibility, I am eager to work collaboratively to elevate ARMA, focusing on championing excellence and shaping the future landscape of records and information management.

Candidate Response to Position-Specific Questions

What are the opportunities and challenges facing the association and the RIM and IG profession? Privacy, technology, compliance, and human resources are a few opportunities and challenges facing ARMA and RIM, and IG professionals. As a trusted Association, ARMA and industry professionals should use these opportunities and challenges as a vessel to navigate the evolving landscape, contribute to organizational success, and stay at the forefront of information management practices. As the custodians of sensitive data, records and information
managers play a pivotal role in navigating the evolving terrain where innovation and regulatory scrutiny meet. In this realm, the pursuit of enhanced privacy measures, leveraging evolving technologies, ensuring compliance with laws and regulations, and managing the human factor present both exciting prospects but also obstacles. Privacy considerations have become increasingly paramount, fueled by a growing awareness of individuals’ rights and the surge in data breaches. Records and information managers find themselves at the forefront of establishing robust privacy frameworks, encompassing ethical data handling, consent mechanisms, and safeguarding against unauthorized access. Striking a delicate balance between data utilization for organizational benefit and respecting privacy rights has become a nuanced challenge that requires a keen understanding of evolving regulations and ethical imperatives.

Quick and fluid technologies, such as artificial intelligence, offer efficiency gains but demand a nuanced approach to mitigate risks associated with data accuracy, security, and overall governance. The challenge lies not only in adopting these innovations but also in ensuring that they align seamlessly with compliance requirements and do not compromise data integrity or privacy.

The ever-expanding maze of laws and regulations, to evolving local legislations, demands constant vigilance and adaptability. Records and information managers must proactively stay abreast of these changes, align organizational practices accordingly, and educate stakeholders to mitigate compliance risks and continue to navigate the intricate web of compliance standards and regulations poses a continuous challenge for information governance professionals.

The human element remains a requirement for the success of information governance initiatives. IG and RIM professionals face the challenge of needing just the right balance of technical acumen and comprehension of the ethical dimensions for successful information governance.

What should the organization do to increase the influence of the org and the IM profession globally?

Increasing the influence of the Association and the IG/RIM profession globally requires a comprehensive strategy that involves proactive engagement, equal collaboration, continual advocacy and ongoing maintenance. ARMA can actively engage with governments, regulatory bodies, and industry associations on a global scale. Advocate for policies that support the responsible and effective management of information and participate in discussions that shape the future of the Information Management profession. Ultimately, the goal is to create partnerships that can lead to joint initiatives, shared resources, and increased influence ARMA becomes part of a broader network. ARMA and RIM professionals will need to continually work
towards establishing and promoting international standards for Information Management. Supporting or contributing to certification programs can enhance the credibility of the profession globally and facilitate cross-border recognition of skills and qualifications.

Finally, through prioritizing diversity and inclusion initiatives to ensure that the organization reflects the global nature of the Information Management profession, we can embrace diverse perspectives and experiences to strengthen ARMA’s ability to address the multifaceted challenges of the global IM landscape.

What do you think should be done to grow a sustainable volunteer structure?

Growing a sustainable volunteer structure involves a strategic approach that considers the needs and motivations of volunteers, effective management practices, and a focus on long-term engagement.

ARMA can continue to offer and expand offerings in a variety of volunteer opportunities to accommodate different skills, interests, and availability. This ensures potential volunteers can find roles matching their abilities and preferences, increasing the likelihood of sustained involvement.

ARMA has already established well-defined and transparent communication channels, and the momentum needs to continue; this can be accomplished by regularly updating volunteers on the organization’s activities, achievements, and upcoming opportunities through the use of multiple platforms, including social media, newsletters, and direct communication, to keep volunteers engaged and informed.

People want to be appreciated for the time and effort they’ve dedicated, especially when it is time volunteered. Through the implementation of a robust recognition and appreciation system to acknowledge the efforts of volunteers, volunteers can be publicly recognized for their contributions, celebrate milestones, and ARMA can express gratitude. Feeling valued enhances volunteers’ sense of belonging and encourages continued commitment.

Continual growth and development opportunities can grow a sustainable volunteer structure by providing volunteer training and skill development opportunities. This enhances volunteers’ capabilities and demonstrates ARMA’s commitment to our volunteer’s personal and professional growth, ultimately enriching the overall volunteer experience.

ARMA can cultivate leadership within the volunteer structure by providing opportunities for volunteers to take on more significant roles or responsibilities, such as opportunities to join the Board of Directors. This contributes to the volunteer structure’s sustainability and fosters a sense of ownership and pride in ARMA members, especially those who are looking to shape the future of the industry.

Lastly, fostering a sense of community and camaraderie among volunteers allows ARMA to encourage collaboration, team-
building activities, and networking events to strengthen relationships among volunteers, making the volunteer experience more fulfilling and enjoyable, resulting in repeat volunteers.

Provide an example of an initiative you have led that demonstrates your innovation and creativity. Not previously done before, and willing to take a risk with the idea, I proposed to leadership the concept of a one-year post-engagement mini-assessment to be added as a standing recommendation to current state assessment and recommendation deliverables. This proposal demonstrates a willingness to take risks and think beyond conventional approaches. The mini-assessment, a distinctive addition, is designed to spotlight tangible and measurable outcomes over a 12-month period. It incorporates a maturity matrix that visually illustrates progress, guiding our clients from ad-hoc and chaotic practices (level 1) to integrated and optimizing processes (level 5). Recognizing the dynamic nature of our industry, this approach allows for open channels of communication with stakeholders, fostering ongoing relationship building and more meaningful engagement with clients post-engagement. What sets this proposal apart is its potential for strategic impact. It goes beyond addressing current challenges, offering a pathway for future growth and resilience. The initiative aims to boost efficiency and elevate client satisfaction. Moreover, the mini-assessment becomes a platform to allow the client to showcase the positive outcomes achieved in terms of technological advancements and cultural shifts post-engagement. It emphasizes sustained success in the ever-evolving IG/RIM landscape, underlining our commitment to client-centric innovation. This initiative isn't just an idea; it's a call for action, presenting an opportunity for IG champions and professionals to embrace innovation and creativity, propelling ourselves and our clients forward. I am excited about the potential impact and eager to contribute to the realization of this vision.