A Message from the Editor

Investing in Privacy and Your Career – by Design

Flipping through the "Up Front" section of most issues of *Information Management* reveals the extent to which privacy is a growing concern for governments, businesses, and consumers around the world.

In this issue, for example, you can read several privacy-related news items, including how Google is on the hot seat with the EU and the state of California for its privacy policy; Europe and Canada have embraced their citizens' "right to be forgotten" by forcing Google and other Internet companies to take down certain personal information upon citizens' requests; and Florida has strengthened accountability requirements for the security of personal information.

At the same time, cyber criminals are working overtime to attack this vulnerable information, resulting in the exponentially growing need for skilled cybersecurity specialists. This is good news for records and information management (RIM) professionals who want to expand their information governance (IG) skills to meet this challenge.

"We do see a lack of capability and capacity in skilled professionals, and that's partly due to massive demand across the world that stretches an already small, existing pool of people," Bryce Boland, Asia Pacific chief technology officer at California-based cybersecurity firm FireEye Inc., said in a recent *Bloomberg Businessweek* interview.

"In the short term, many large organizations have found innovative ways of meeting the demand for cybersecurity professionals through internal recruitment and training," the Rand Corporation reported in "Hackers Wanted: An Examination of the Cybersecurity Labor Market."

This issue of *Information Management* includes several articles meant to help you expand your privacy- and security-related IG skills to meet your organization's needs. The cover article by Norman Mooradian, Ph.D., for example, uses the Privacy by Design concept to provide a framework for converting legal requirements for protecting personal information into functional requirements for electronic content management solutions.

Mark Diamond writes about how to create a single, super data map that integrates privacy, legal, compliance, and IT requirements with the organization's records retention schedule. This type of map can help your organization identify and track personally identifiable information, protected healthcare information, and privacy data flows.

Switching from backup tape to disk-based backups has a number of implications for discovery, but also has an impact on privacy protection, according to a technology consulting team of authors in "Tossing the Tape?" Disk-based backups are not bulky like tapes and are generally stored in house, which means organizations using
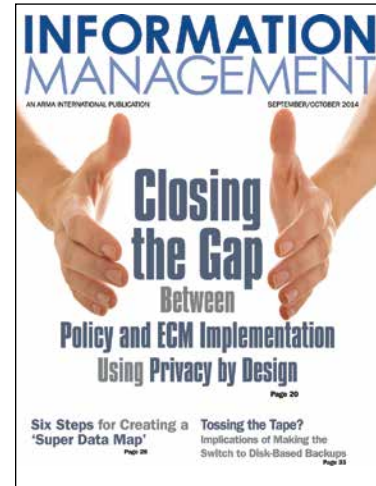
this method don't have to entrust their sensitive information to third-party service providers.

In the Generally Accepted Recordkeeping Principles® (Principles) series article, Julie Gable writes about two sets of "Principles for Protecting Information Privacy" that offer a starting point for making sense of what organizations are required to do and in what order.

Finally, in the RIM Fundamentals series article, John Isaza writes about "10 Things Organizations Should Do to Protect Against Hacking."

We hope these articles will encourage you to step up to the challenge of ensuring that your organization stays out of the headlines. We'd like to hear about other ways we can help you expand your skills; e-mail us at *editor@armaintl.org*.

Vicki Wiler
Editor in Chief