October 9, 2013

Dear Applicant,

Re:  Your request for access to information under Part II of the Access to Information and Protection of Privacy Act – Request # OCIO/009/2013

On September 17, 2013, the Office of the Chief Information Officer received your request for access to the following records: “A copy of all documentation (including, but not limited to notes, minutes of meetings, briefing notes, correspondence, email) in both electronic and paper copies in relations to: 1) Government IM Horizontal Review; and 2) The review of the classification and reclassification process of all Information Management Positions (including but not limited to job descriptions, classification and organizational charts).”

In correspondence with the OCIO’s ATIPP Coordinator during facilitation of this request, it was agreed to focus the request on the final report and related documentation produced as part of the Government IM Horizontal Review, including IM position descriptions, classification specifications and technical competencies.

I am pleased to inform you that your request for access to these records has been granted in full. Please note that the IM position descriptions and technical competencies, included in this response, are also available online at the OCIO’s website at http://wwwocio.gov.nl.ca/ocio/im/practitioners/index.html. In accordance with your request for a copy of the records, the appropriate copies are being provided to you as electronic copies via email.

Please be advised that all general access ATIPP requests, including this final response letter and all responsive records, will be published to the Office of Public Engagement’s website within 72 hours (if the request is sent to you electronically) or 5 days (if the request is sent to you via mail) of issuing this final response letter. Please note that personal information ATIPP requests are not posted online.

If you have any further questions, please contact the ATIPP Coordinator, Tracey Goulding, at (709) 729-3896 or traceygoulding@gov.nl.ca.

Sincerely,

Ellen MacDonald
Chief Information Officer, OCIO
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1. Executive Summary
1. Executive Summary

- This project is phase three of a larger initiative led by the Office of the Chief Information Officer (OCIO); to transform Information Management (IM) throughout the Government of Newfoundland and Labrador (GNL).

- The previous review and planning phases were conducted to assess the current structure, capability and competencies of IM across the Government, and provide recommendations for advancement, and then plan for the scope of the implementation.

- The OCIO has been leading and committed to the success of the project throughout all phases.

- Stakeholder involvement has been key to the success of the project due to the independent but interrelated phases and areas of expertise. The achievement of project goals and objectives have been due to the commitment, coordination and subject matter expertise of the lead Implementation Team members.
1. Executive Summary

Planned Activities

- The project was organized into six interdependent phases. The objectives of each phase were as follows:

  - **Phase 1, Communications** – The objective was to create a communication and change management approach to be used during the project. The communication approach will factor in the broader need to elevate the awareness and understanding of IM within the Government.
  - **Phase 2, Classification** – The objective was to create a standard specification for each IM position description, and have the specification classified. These were based on the ARMA International IM competencies.
  - **Phase 3, Learning and Development** – The objective was to develop an Information Management Learning & Development strategy for Government resources to support the new position descriptions.
  - **Phase 4, Career Path** – The objective was to put in place, define and communicate the vertical and horizontal elements of an IM career path, and outline the expected outcomes to move from one level to the next.
  - **Phase 5, Recruitment Strategy** – The objective was to build a recruitment strategy that will help build and attract a pool of qualified candidates.
  - **Phase 6, IM Director’s Forum** – The objective was to establish a forum that will include all IM Directors in Government. The forum will promote consistent application of IM policy and standards across Government.
1. Executive Summary

Key Outcomes

• **Phase 1, Communications**  
  - Accurate, focused and timely communications were key to ensure all stakeholders were up to date on activities and to ensure that concerns or questions could be addressed on a timely basis.  
  - Throughout various times of the project, updates were provided and consultations were held with stakeholder groups and IM community to ensure continuous engagement and awareness.  
  - Various documentation was produced and a help desk email was implemented in order to address any employee questions.

• **Phase 2, Classification**  
  - Six new IM specifications for IM positions within the Government were created. This was the key driver to all other phases of the project. It forms the foundation to begin the development of a competency framework, learning and development strategy, career path, recruitment strategy and a Director’s forum.  
  - Position description templates were created for the six new IM positions to support departments in the development of their IM positions.  
  - Templates were created for IM Director and IM Manager position to provide consistency in core duties, responsibilities and competencies.
1. Executive Summary

Key Outcomes

• Phase 3, Learning and Development
  – A high-level learning and development strategy was developed to guide the direction and planning to IM learning and development initiatives.
  – A new IM competency framework was developed to support the development of Government IM professionals.
  – IM competencies within existing frameworks were updated to reflect the IM competencies needed within Executive and Management and Leadership positions.

• Phase 4, Career Path
  – A career path model was developed to support the development of IM professionals within the Government. The model exhibits the possible IM career path progression for employees.

• Phase 5, Recruitment Strategy
  – A recruitment strategy was developed for IM “difficult to fill” positions.

• Phase 6, IM Director’s Forum
  – Because there is not yet a “critical mass” of IM Directors across Government it was determined that this step should be postponed to become a priority for the IM Branch of the OCIO as the IM Community within Government matures.
1. Executive Summary

Key Critical Success Factors

- **Stakeholder participation and input** - It is imperative to have support and involvement from the stakeholders impacted in the various phases throughout the project. These team members are critical in providing Government background knowledge as well as support needed to be able to improve procedures and processes and build new tools.

- **Alignment of interrelated activities** – Given the interrelated nature of project phases, it is necessary to ensure alignment of the various activities through sequenced timing and knowledge sharing activities.

- **IMCATs and new classifications as the foundation to IM growth and development** – Departments will utilize these tools to identify the IM structure and resource needs and this will therefore drive recruitment and learning initiatives. It is critical for departments to complete IMCATs to further departmental IM growth.

- **Investment in Learning and Development** – An investment in funding to support the learning and development programs is essential to grow IM within the Government as well as to build on recruitment initiatives and career path development.

- **Ownership and formalized roles** - OCIO as an advisory body should continue to govern the development and implementation of these initiatives. Formalization of PSS and PSC roles is needed in continuing the implementation of all activities.

- **Updated Documentation and Communications** - Well written processes and other related policy documentation should be updated as required and communications should be detailed and timely if the recommendations are to become a success.
1. Executive Summary

Key Benefits of Moving Forward

With the completion of the IMHR implementation phase there are key activities that require further development in order to meet project goals and create a professional IM workforce.

Continuing the development of IM initiatives supports the following goals:

- Creating a professional IM workforce with viable career path.
- Increasing the understanding within Government of the value of proper IM.
- Facilitating consistent IM leadership and structures within departments.
- Facilitating clear IM policy and standards, integrated with business process.

As well, in order to move forward successfully, the following project governance issues should be addressed.

- Definition and formalization of project ownership due to the interdependencies among activities and to ensure project activities are implemented and maintained.
- Coordination and timing of phased activities should be determined due to the interdependencies that exist.
- Governance and clear decision making protocols should be put in place.
1. Executive Summary

Recommendation and Approach Moving Forward

**Critical Recommendations** – fundamental to address the challenges identified in this report, and advance IM in Government. These recommendations include:

**Learning and Development**
- Further development and validation of the IM Competency Framework.

**Other**
- Complete departmental IMCAT assessments for IM Resource needs.

**Key Recommendations**

**Communications**
- Integrated Communications Plan for IM & IP.

**Job Classification**
- Change Management support for the new IM classification specifications and position descriptions.
- Formalization of Director and Manager templates.

**Learning and Development**
- Develop and design a competency assessment tool.
- Further development and validation of the IM Learning and Development Strategy.
- Build and develop new IM learning programs – collaboration and partnerships.
- IM Competency identification for Administrative employees.
- Communications approach and change management activities for learning and development initiatives, including the competency framework and the career path model.

**Recruitment**
- Further development and validation of the IM Recruitment Strategy.
- Build the Recruitment Plan.
- Provide tools and change management processes for the IM Recruitment Plan.
- Post IMCAT validation of the Recruitment Plan.

**IM Directors Forum**
- Create an IM Directors Forum.
1. Executive Summary
Recommendation and Approach Moving Forward

Implementation Phase Support

IMCAT

Learning and Development
- Validate Competency Framework (1 mos)
- Further Develop and Validate Strategy (2 mos)
- Change Management Support for L&D activities (3 mos)
- Competency framework development for Admin (2 mos)
- Gap assessment to identify program needs (2 mos)
- Build Recruitment Plan (2 mos)
- Develop/ Design Competency Assessment Tool (3 mos)
- Build/ Dev/ Imp new IM learning programs and/or partner with external institutions/ programs (long-term)
- Change Management approach for application of new tool (2 mos)

Career Path
- Communication/ Change Management approach of model (ongoing)

Recruitment
- Further Develop and Validate Strategy (3 mos)
- Build Recruitment Plan (2 mos)
- Provide new recruitment tools (2 mos)
- Change Management (2 mos)

Classification
- Change Management Support and process flow definition (3 mos)

Directors Forum
- IM Directors Forum (1 mos)

Communications
- Communications Plan – IM & IP (long-term)

Post Support

Complete department assessment for IM resource needs (12-24 mos)

NOTE: ‘Change Management’ activities include: stakeholder engagement, workflow assessment, communications and training.

Represents a critical component
2.0 Project Background and Overview

2.1 Background and Overview
2.2 Goals and Objectives
2.3 Project Scope
2.4 Project Approach
2.5 Project Structure
2.6 Key Critical Success Factors
2.1 Project Background and Overview

- Under the *Management of Information Act*, the OCIO has legislative authority for developing and leading the implementation of IM policy and standards for Government; for providing consultation and advisory services in IM to Government; and for taking the lead in transforming IM throughout the Government to a more professional level.

- In 2004, the Program Renewal Secretariat led Horizontal Reviews for HR, Finance, IT and Administrative Services.

- In 2007 the OCIO identified the need for a horizontal review to assess the current structure, capability and competencies of Information Management across Government, and provide recommendations for advancement.

- The initiative is being led by the OCIO and coordinated through a Steering Committee consisting of representatives from Public Service Secretariat, Public Service Commission, Cabinet Secretariat, The Rooms, and Department of Government Services.

- The following slide describes the three phases that involve all IMHR initiatives to date.
2.1 Project Background and Overview - Project Phases

**Review Phase – June-November 2007**
A horizontal review was conducted in 2007 to assess the current structure, capability and competencies of Information Management across Government, and provide recommendations for advancement.

**Planning Phase – March 2008**
Planning was conducted to determine the scope of the review implementation, to establish and engage the Steering Committee and Project Implementation team, to identify project risks, and to develop the implementation project workplan & charter.

**Implementation Phase – April 2008-March 2009**
To implement the recommendations of the review. The project activities have been organized into six phases.

**Next steps – Implementation Continued**
2.1 Project Background & Overview

- The Review Phase was conducted over six months, and input was gathered from a number of internal stakeholder groups, and benchmarking conducted against other jurisdictions. The Review identified several issues associated with IM, and made recommendations in several areas:

<table>
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<tr>
<th>Issue</th>
<th>Description</th>
<th>Recommendations</th>
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</table>
| Reporting Relationships   | • Responsibility for IM has been shuffled as horizontal reviews were conducted in other areas. Today, IM usually reports into Finance or Policy & Planning.  
• A lack of IM leadership is preventing proper attention being placed on IM standards and policy, or input into business planning and decision making. | • Have a Director of Information Management responsible for IM in each department. Based on the IMHR assessment, it could be expected that this would result in up to nine additional director positions being created in Government over the five-year implementation period. Some departments will share a Director.  
• Mandate each Director’s participation in a Directors Forum to ensure IM is being managed consistently across Government. |
| Position Titles           | • Within the 80 member IM community there are over 30 unique position titles. | • Create a standard set of IM position descriptions, and assess current staff for reclassification. |
| Classifications           | • IM positions are classified inconsistently across Government creating difficulty for recruitment | • Classify the new IM positions adequately to reflect the responsibilities of the roles.  
• Identify IM positions as difficult to fill and build a recruitment strategy around the new positions descriptions. |
| Competencies              | • No standard IM competency requirements for Government.                      | • Adopt the IM standard competencies recently released by the international Association of Records Managers and Administrators (ARMA), and work with MUN and CNA to shape college and university IM curriculum.  
• Create an IM L&D strategy for Government. |
2.2 Goals & Objectives

• The goals and objectives for the Implementation phase tie directly back to the vision for IM and resulting recommendations established in the horizontal review:

Goals

– Create a professional IM workforce with viable career path.
– Increase the understanding within Government of the value of proper IM.
– Facilitate consistent IM leadership and structures within departments.
– Facilitate clear IM policy and standards, integrated with business process.

Objectives

– Create a departmental career path within IM in Government.
– Have an IM Director oversee IM in each department.
– Establish an IM Directors Forum with accountabilities to ensure IM is managed consistently across Government.
– Create standardized IM position descriptions and classifications based on the ARMA International IM competencies.
– Develop a learning and development strategy for IM.
– Identify IM positions as difficult to fill and build a recruitment strategy to address the issue.
– Develop communication strategy for IM in Government.
2.3 Project Scope

The following project scope was approved by the Project Steering Committee and Coordinating Committee prior to the start of the Implementation phase:

In Scope

- Development of IM position competencies, responsibilities and classification based on IM Competency Framework; learning and development strategy; career path; recruitment strategy; communication and change management plan; and governance structure through IM Director’s Forum.

Not in Scope

- Tools, technology, processes or policy relating to Information Management.
- Recruitment, organization, training, competencies, the responsibilities and classification of Librarians and Archivists. It is recommended that Government undertake a review of Librarians and Archivists, but it is not included within the scope of this project.
- Specific IM organizational structures for individual departments. These will be determined by the departments with the assistance of the Information Management Capacity Assessment (IMCAT) projects conducted by the IM Division of the OCIO.
- Reclassification of all IM staff across Government (recommend a “pull” rather than a “push” approach)
2.4 Project Approach

The project has been completed in six phases over an estimated 12 month timeframe, beginning April 2008.

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<tr>
<th>Phase 1</th>
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<tr>
<td>Communication &amp; Change Management Plan</td>
<td>Job Description &amp; Classification</td>
<td>Learning &amp; Development</td>
<td>Career Path</td>
<td>Recruitment Strategy</td>
<td>IM Directors Forum</td>
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**Phase 1** – The objective was to create a communication and change management approach to be used during the project. The communication approach will factor in the broader need to elevate the awareness and understanding of IM within Government.

**Phase 2** – The objective was to create a standard specification for each IM position description, and have the specification classified. These were based on the ARMA international IM competencies.

**Phase 3** – The objective was to develop a Information Management Learning & Development strategy for Government resources to support the new position descriptions.

**Phase 4** – The objective was to put in place, define and communicate the vertical and horizontal elements of an IM career path, and outline the expected outcomes to move from one level to the next.

**Phase 5** – The objective was to build a recruitment strategy that will help build and attract a pool of qualified candidates.

**Phase 6** – The objective was establish a forum that will include all IM Directors in Government. The forum will promote consistent application of IM policy and standards across Government.
### 2.4 Project Approach - Timeline

- Recognizing that the project was completed over an extended period of time, 3 checkpoints were included in the plan to reassess the tasks and timelines.

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- Project Checkpoint & Steering Committee Meeting
2.5 Project Structure

- The project structure is shown graphically below, followed by the identification of the team members and their various organizations and responsibilities.
2.5 Project Structure (continued)

**Project Sponsor**

Leadership for the IM Implementation project was provided by the OCIO. The Project Sponsor was responsible for providing direction and leadership to the project team, and ensuring project issues were resolved effectively.

<table>
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<tr>
<th>Role</th>
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<tr>
<td>Project Sponsor</td>
<td>Shelley Smith, Executive Director, Information Management</td>
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**Steering Committee**

The project was guided by a Steering Committee consisting of representation from key stakeholder groups. The Steering Committee met at each checkpoint to receive updates from project management. The Steering Committee were responsible in guiding the project and acting as a decision making body on issues elevated by the project management.

<table>
<thead>
<tr>
<th>Name</th>
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<tbody>
<tr>
<td>Peter Shea (Chair)</td>
<td>Chief Information Officer</td>
</tr>
<tr>
<td>David Gale</td>
<td>Secretary, PSS (until January 2009)</td>
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<tr>
<td>Rebecca Roome</td>
<td>Secretary, PSS (February 2009 – March 2009)</td>
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<tr>
<td>Ed Walsh</td>
<td>Chair, PSC</td>
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<tr>
<td>Sandra Barnes</td>
<td>Deputy Clerk Executive Council</td>
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<tr>
<td>Dean Brinton</td>
<td>CEO, Rooms</td>
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<tr>
<td>Marilyn Field</td>
<td>Chair, CSSC</td>
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<tr>
<td>Sheree MacDonald</td>
<td>Deputy Minister, Government Services</td>
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2.5 Project Structure (continued)

Project Advisors

The project team required additional participation from the PSC and PSS to provide guidance and insight. The Project Advisors provided guidance to the project team, and assisted the Sponsor with resolving issues.

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<tr>
<td>Terry Kennedy</td>
<td>Director, Classification, PSS</td>
</tr>
<tr>
<td>Marilyn Thompson</td>
<td>Director, Organization &amp; Management, PSS</td>
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<tr>
<td>Roma Bridger</td>
<td>Manager, Center for Learning and Development, PSS</td>
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<tr>
<td>Tina Follett</td>
<td>Director, Strategic Staffing, PSC</td>
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</table>

Other Government resources

Other specific resources from the Government were required on an as needed basis and identified at the time of need.
2.5 Project Structure (continued)

Implementation Team

The team that was assigned to the project consisted of a working project manager supported by a consultant and a number of subject matter experts. The team had primary responsibilities for owning and delivering project activities. The project team has produced a biweekly status reports, and met monthly to review project status.

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<tr>
<th>Roles</th>
<th>Names</th>
<th>Responsibilities</th>
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<tbody>
<tr>
<td>Project Manager</td>
<td>Sheri Dilny, Deloitte</td>
<td>Responsible for providing strategic planning expertise, planning and delivery of the project deliverables, subject matter expertise, and project logistics.</td>
</tr>
<tr>
<td>Project Consultant</td>
<td>Jennifer Reddick, Deloitte</td>
<td>Responsible for assisting the project manager, coordinating and conducting project activities, and creating deliverables.</td>
</tr>
<tr>
<td>Implementation Team</td>
<td>Maria Ronayne, Classification, PSS</td>
<td>March 2008 – March 2009</td>
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<td>Lily Green, Organization Design, PSS</td>
<td>March 2008 – March 2009</td>
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<td>Doug Redmond, Collective Bargaining, PSS</td>
<td>March 2008 – March 2009</td>
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<td>Karen Ellis, Recruitment, PSC</td>
<td>March 2008 – February 2009</td>
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<td>Scott McLean, Recruitment, PSC</td>
<td>February 2009 – March 2009</td>
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<td>Karen Bartlett, HR Justice</td>
<td>July 2008 - March 2009</td>
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<td>Debbie Curtis, Centre for Learning and Development, PSS</td>
<td>November 2008 – March 2009</td>
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<td></td>
<td>Peter Ivany, Centre for Learning and Development, PSS</td>
<td>November 2008 – March 2009</td>
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2.6 Key Critical Success Factors

- **Stakeholder participation and input** - It is imperative to have support and involvement from the stakeholders impacted in the various phases throughout the project. These team members are critical in providing the Government background knowledge as well as support needed to be able to improve procedures and processes and build new tools.

- **Alignment of interrelated activities** – Given the interrelated nature of project phases, it is necessary to ensure alignment of the various activities through sequenced timing and knowledge sharing activities.

- **IMCATs and new classifications as foundation to IM growth and development** – Departments will use these tools to identify IM structure and resource needs and this will therefore drive recruitment and learning initiatives. It is critical for departments to complete IMCATs to further departmental IM growth.

- **Investment in Learning and Development** – Investing in the learning and development programs is essential to grow IM within Government as well as to build on recruitment initiatives and career path development.
3. Stakeholder Consultations and Research
3. Stakeholder Consultations and Research

- Over the course of the engagement, we met with over 75 people and consulted external jurisdictions to understand their best practices.

- The targeted external jurisdictions included:
  - Government of New Brunswick
  - Government of British Columbia
  - Government of Australia
  - Government of New Zealand

- In addition to Government stakeholders, Deloitte also leveraged its internal network of experts in their IM Centre of Excellence (COE).

- The diagram displays the key stakeholders involved internally within the Government.

Note: A comprehensive list of the stakeholder consultations is available in Appendix A and a list of the secondary research completed is available in Appendix B.
4. Implementation Phase Findings and Recommendations

4.1 Communications
4.2 Job Classification
4.3 Learning and Development
4.4 Career Path
4.5 IM Recruitment Strategy
4.6 IM Directors Forum
4. Implementation Phase Findings and Recommendations

The interdependencies of phases was critical in the direction of the project’s key activities, outcomes, risks and next steps for each of the phases. Each phase is an essential pillar in addressing the issues identified during the initial review. This section contains our findings and recommendations for each of the six phases of the project and addresses the interdependencies of the six phases. Each phase is organized by the following topics: approach, key activities, outcomes, outstanding risks and next steps.

Phases:

4.1 Communications
4.2 Job Classification
4.3 Learning and Development
4.4 Career Path
4.5 IM Recruitment Strategy
4.6 IM Directors Forum
4.1 Communications

Communication was essential throughout the project. The objective of the communications approach was to provide timely communication throughout the project for key activities, specifically for the roll out of the new specifications. The communication approach factored in the broader need to elevate the awareness and understanding of IM within the Government.

Approach

• Various Implementation Team meetings, Steering Committee meetings and consultations with the Government’s Communication Branch and OCIO Communications Coordinator were conducted to develop a detailed and encompassing communications plan for the project.

• Given the potential impact of the classification phase to the IM community and other stakeholders, communication activities were focused on the roll out of classification rather than a general IM awareness plan or other phases.

• The communications plan detailed a tactical approach to classification roll out activities that addressed the needs of the various stakeholders.
4.1 Communications

Key Activities

Within this phase of the project, tools were developed and activities implemented to address the communication needs of the project phases, with particular emphasis on the classification phase.

Deliverables and activities include:

• Draft IM Communications Plan for general IM awareness within Government.
• IMHR Communications Plan for project developed by Communications Branch (with IMHR Project team assistance). See Appendix C.
• IMHR Communications Plan for project with particular emphasis on classification rollout developed by the IMHR Project team. See Appendix D.
• Various stakeholder consultations to develop classification rollout FAQs that were posted online. See Appendix A. See Appendix E for a copy of the FAQs.
• Roll out presentation guides for Deputy Ministers, Steering Committee, HR leadership teams and key stakeholder leadership groups (e.g. Center of Learning and Development, PSC, Classification and Compensation Branch, Organization Design and Development group), and the IM Community. See Appendix F for a copy of the Deputy Minister, HR representatives, and IM community presentations.
• Provide question and answer support to all Government stakeholders through the IM@gov.nl.ca email address.
4.1 Communications (continued)

Communication Outcomes

- Communication objectives for the project were essential in supporting the overall project goals. The objectives of communication activities were:
  1. To communicate to Government Executives and the IM community that the implementation of the IMHR will improve IM positions in Government, support viable IM career paths, establish an IM learning and development strategy and establish a clear recruitment strategy;
  2. To communicate enhancements to the IM Community; and
  3. To communicate the value of the IM community within Government, the value of the IMCAT, and raise awareness of the IM community and initiatives within Government.

- Accurate, focused and timely communications were key to ensure all stakeholders were up to date on activities and to ensure that concerns or questions could be addressed on a timely basis. Throughout various times of the project, updates were provided to the Steering Committee, Implementation Team, stakeholder groups and IM community to ensure continuous engagement and awareness. As needed, selected stakeholder groups were pulled into various focused meetings in order to conduct activities within all project phases.
  - The Deputy Ministers were updated on the progress of the project by the Project Sponsor. During the job classification phase they were asked for the approval to move forward with the proposed classification specifications and the assigned levels.
  - The HR community were briefed on several occasions as they needed to be aware of the process for the roll-out of the classifications and actively support the roll out implications. The HR community actively participated in discussion and development which prepared them for employee and management questions.
4.1 Communications (continued)

Communication Outcomes...

- Throughout the project, employees involved in the IM community were briefed in their quarterly meeting on the progress of IMHR and employee questions and concerns were addressed in this venue.

- Frequently Asked Questions (FAQs) for the roll-out of the new specifications were developed and posted in anticipation of employee questions and concerns. The FAQs addressed and provided:
  - General background about the project
  - IMCAT information
  - Classification / reclassification (Note: The classification/reclassification information provided in the FAQs followed the same process as any other Government classification/ reclassification, limiting confusion for the employees.)
  - IM Community information
  - Learning and development
  - Key contacts, IM expert and department HR, for any further questions

  Note: See Appendix E for FAQ document.

- The communications around the implementation of the IMHR recommendations has provided the OCIO with the opportunity to communicate the value of IM in the departments and the value of the Information Management Capacity Assessment Tool (IMCAT) to departments who have not already completed.
4.1 Communications (continued)

Key Outstanding Risks

• Need to continue classification communications as well as communications focusing on the other phases of IMHR project in order to maintain awareness and engagement levels of current stakeholders. This communications also has an important impact on IMCAT awareness and engagement within departments.

• Ownership needs to be assumed for the next steps in order to maintain effective communications that achieve the project objectives and maintain or increase involvement of various cross-functional stakeholder groups (e.g. HR Directors, Compensation and Classification Branch, Organizational Design and Development Group, Centre for Learning and Development, Public Service Secretariat). Involvement of these groups is essential in the continued development of IM programs and competencies within Government.

• Critical IM activities influenced by communications include:
  - IMCAT completion
  - Use of the new specifications and sample/ template position descriptions
  - Application and use of the IM Competency Framework
  - Development and implementation of learning and development programs
  - IM recruitment initiatives
  - IM and IP education and awareness across Government
4.1 Communications (continued)

Recommended Next Steps

• Through project communications there has been an increased awareness and understanding of IM within Government. Overall project communications has been and should continue to be a coordinated effort of OCIO Communications (Project Sponsor) and specific stakeholder groups such as the PSS and PSC.

• Communications initiatives need be focused on the change management initiatives planned within each phase of the project. This is necessary to support and maintain the implementation and use of new tools.

• A broader communications plan focusing on IM and IP awareness across Government should be developed to maintain and enhance levels of understanding within Government. Current levels of IM and IP understanding should be understood first to ensure awareness and education activities are focused and meaningful and the most effective engagement tools are being applied. General IM and IP communications should be lead by the OCIO with department representatives involved on an advisory level.
4.2 Job Classification

Classification activities were the baseline and key activity of this phase of the project. The creation of new IM classification specifications for IM positions within the Government is the key driver to all other phases of the project. It forms the foundation to begin the development of a competency framework, learning and development strategy, career path, recruitment strategy and a Director’s forum.

Approach

• Many consultations were held with the Classification and Compensation Branch of the PSS, the Implementation Team, various internal IM stakeholders (including management and leadership representatives), and external boards, associations and governing bodies, to develop the new classifications (see Appendix A for a listing of stakeholder consultations).

• As well, research was conducted across other provincial and federal jurisdictions, and through external associations to determine best practices and standards in IM position descriptions (see Appendix B for a listing of secondary research).
4.2 Job Classification (continued)

Key Activities

Within this phase of the project, all tools necessary for new or existing positions to be classified or reclassified were designed, created and implemented.

The following deliverables developed in this extensive phase of the project include:

1. New classification specifications for IM positions were created with determined classification levels. These included:

<table>
<thead>
<tr>
<th>Position</th>
<th>Grade</th>
</tr>
</thead>
<tbody>
<tr>
<td>IM Technician I</td>
<td>GS 23</td>
</tr>
<tr>
<td>IM Technician II</td>
<td>GS 28</td>
</tr>
<tr>
<td>IM Technician III</td>
<td>GS 32</td>
</tr>
<tr>
<td>Electronic Content Management (ECM) Coordinator</td>
<td>GS 34</td>
</tr>
<tr>
<td>IM Analyst</td>
<td>GS 38</td>
</tr>
<tr>
<td>Senior IM Analyst</td>
<td>GS 40</td>
</tr>
</tbody>
</table>

- These specifications were rolled out on March 5, 2009 and are the new standard for evaluating IM positions in Government.
- See Appendix G for a copy of the new IM classification specifications.
4.2 Job Classification (continued)

Key Activities

2. Sample position description templates using the current position description format were created for the six new non-management IM specifications. These position descriptions can be used by departments when requesting new IM positions.

   See Appendix H for a copy of the sample position descriptions for the six new non-management specifications.

3. Sample position description templates using the Hay System format for IM Director position and IM Manager position were created. These position descriptions can be used by departments when requesting new IM management positions.

   See Appendix I for a copy of the new IM Director and IM Manager position description templates.

Yet to be determined is the process to be used for the consistent use of these templates across departments.
4.2 Job Classification (continued)

Job Classification Outcomes

- The creation of new IM specifications for IM positions within the Government is the key driver to all other phases of the project. It forms the foundation to begin the development of a competency framework, learning and development strategy, career path, recruitment strategy and a Director’s forum.

- The development of and implementation of six new IM classification specifications accomplishes four key goals.
  1. Demonstrates Government’s commitment to IM as a viable career path.
  2. Increases the understanding of the value of IM within Government.
  3. Forms a baseline for the development of IM leadership and structures within departments by providing support for IMCAT resource recommendations.
  4. Adequately reflects the value and responsibilities of IM roles within Government.
4.2 Job Classification (continued)

Key Outstanding Risks

- Completion of the IMCATs is a key trigger to new IM classification and reclassification requests. Inconsistencies in classification will continue to exist until adequate IM structures and resources in place.

- Ownership has not been validated and process has not been developed or implemented for use of the new sample/template position descriptions.
  - Potential inaccurate position descriptions written within the departments for non-management positions.
  - Potential inconsistent classifications for management in the HAY System.

Centralized ownership has not been established, therefore potentially, leaving the templates open to inconsistencies in use and application.
4.2 Job Classification (continued)

**Recommended Next Steps**

- Accelerate the resource component of the departmental IMCATs in order to identify and address the classification needs across Government.

- Develop a change management approach in order to establish ownership and workflow for the use of the new sample/template position descriptions.

- Establish ownership of templates that is aligned with current work structure. A possible recommendation would be support of the Compensation and Classification Branch of the PSS, specifically, through the Organizational Design and Development Group.
4.3 Learning and Development

The objective of the learning and development phase was to create a learning and development strategy for IM positions within Government. The most critical piece in this phase was the development of an IM Competency Framework which forms the baseline for the development of further learning activities as well as a support tool for various recruitment activities. The development of the competency framework was dependent on the job classification phase.

Approach

Before a learning and development strategy for IM can be developed, it is necessary to assess and develop the foundational components. Our approach was to:

1. Assess current IM learning and development environment within Government.
2. Conduct external research on existing IM programs and IM competencies. See Appendix J.
3. Develop an IM learning strategy and roadmap for future development.
4. Identify, update and develop IM competency frameworks that support IM positions in Government. (Note: This activity overlaps with the Classification phase of the project.)
4.3 Learning and Development (continued)

Key Activities and Outcomes

**Key Activities**

- Interviews. See Appendix A.
- Research. See Appendix B.

**Key Outcomes**

- No competency framework for IM professionals.
- Existing Government competency frameworks need to be updated to reflect current IM competencies (i.e. Executive, Leadership and Management, and Administrative).
- Learning programs. 3 types within Government:
  1. OCIO – in progress of developing general awareness education; SME available to departments to provide awareness training.
  2. Departmental – each department differs in IM learning initiatives. Many departments have no set programs in place.
  3. Centre for Learning and Development – no set IM programs but are involved in the development of this throughout this project.
4.3 Learning and Development (continued)

Key Activities and Outcomes...

- Conducted external research across other provincial and federal jurisdictions, learning institutions (e.g. colleges, universities), and professional associations (e.g. ARMA, AIM) to determine current state of learning opportunities.
- Conducted external research with provincial and federal jurisdictions as well as other secondary sources on competencies relevant to IM professionals.
- Note: See Appendix A for a listing of stakeholder consultations and Appendix B for a listing of secondary research.

Key Activities

- Identification of specific IM programs available throughout Canada that support IM development opportunities.
- Identification the key IM competencies within other public sector organizations and the industry.
- Input into the development of a new IM learning programs addressing the needs of the Newfoundland market, including Government.
4.3 Learning and Development (continued)

Key Activities and Outcomes...

- The project team worked closely with the Centre for Learning and Development (CLD) team to identify learning and development needs, build approach, begin development of initiatives and determine next steps in the IM learning and development timeline.
- Various consultations were held with the OCIO, HR Directors, IM Directors and IM Managers to identify IM competencies as well as identify learning programs and needs within departments as well as across Government. See Appendix A for a listing of stakeholder consultations.

Key Activities

- Need for the development of a competency framework for IM professionals.
- Need to update existing Government competency frameworks need to be updated to reflect current IM competencies (i.e. Executive, Management and Leadership, and Administrative).
- Need to develop a specific IM learning strategy and plan focusing on 3 owners for IM learning and development initiatives:
  1. OCIO – General awareness education
  2. Departmental – IM learning initiatives specific to departments
  3. Centre for Learning and Development – Core development which supports IM Competency Framework
4.3 Learning and Development (continued)

Key Activities and Outcomes...

- Developed an ‘IM Learning Opportunities Survey’ for employees that have completed IM courses and/or programs. See Appendix K.
- Developed an approach and next steps to IM learning strategy and plan.
- Provided advisory services, representing OCIO, in the development of an IM Analyst one year, full time, certificate program at the College of the North Atlantic.

Key Activities

- Developed an IM Competency Framework that provides direction for:
  - Future development of a learning plan
  - Viable IM career path
4.3 Learning and Development (continued)

Key Activities and Outcomes...

- Scheduled and planned an Executive IM competency focus group which was cancelled due to lack of meeting acceptance and attendance.
- Conducted Leadership and Management and IM professionals focus groups to gather IM competency knowledge and to identify learning needs. See Appendix L for sample focus group session material.
- Conducted a competency framework validation session with the IM Standards Board members. See Appendix A for a list of members.
- Provided recommended IM competencies to be updated and added to the Executive competency framework. See Appendix M.
- Updated the IM competencies in the Leadership and Management competency framework. See Appendix M.
- Developed a new IM technical competency framework that addresses the competencies of the new IM classifications within Government. This framework was developed for the six new IM positions in continuous consultation with the CLD and OCIO to ensure accuracy and consistency with existing Government frameworks. See Appendix N for the IM competency framework.

Note: The defined competencies are the specific behaviours and skills that are generally relevant to all IM positions irrespective of work department or division.
4.3 Learning and Development (continued)

Key Activities and Outcomes...

- The new IM competency framework contains the following technical competencies:
  - **Information Management Practices**: Knowledge and skills required to systematically manage information from creation or receipt through processing, distribution, organization, storage and retrieval and disposition.
  - **Risk Management**: Knowledge and skills necessary to proactively mitigate and manage the potential for damage or loss of records and information.
  - **Information Protection (IP) Practices**: Knowledge and skills required to manage the security, protection and integrity of information, as well as the associated risks.
  - **Information Technology**: Knowledge and skills necessary to develop, maintain, and use information processing systems, software applications, supporting hardware and networks for the processing and distribution of data.
  - **Core Competencies** (see Leadership and Management Development Strategy): The knowledge, skills, and abilities necessary to successful performance as a leader and manager regardless of your department.

See Appendix N for the IM competency framework.
4.3 Learning and Development (continued)

Key Activities and Outcomes...

• The creation and modification of competency frameworks and the development of an IM learning strategy:
  - Supports the creation of a viable career path as it is a foundation for IM employees development needs as well as departments competency needs.
  - Increases the understanding and importance of IM through the Executive performance indicators.
  - Increases the understanding and importance of IM through the Leadership & Management Development Strategy.
  - Recognizes the need for IM competencies across government.
4.3 Learning and Development (continued)

Key Activities and Outcomes...

- The following model (used by the CLD) displays the interdependencies among the key areas involved in developing a competency model and therefore, reflects the positive impact the new framework will have on building IM competencies within Government.

Source: Workitect, 2006 as provided by the Centre for Learning and Development
4.3 Learning and Development (continued)

Key Outstanding Risks

• The success of L&D will depend on support. Involvement and communications from leadership, employees and core CLD team members. Some of these key risks include:
  – Learning and development must be viewed and communicated as a top priority from both leadership and operational management.
  – Departments must see this implementation as something they need and want as opposed to an initiative thrust upon them.
  – Well written business processes and other related policy documentation is essential if employees are to participate in the learning and development activities/ initiatives.

• Resource and funding investment in IM learning and development initiatives is critical to further development of learning assessment, learning plan and program development and/or adoption.

• The IMCAT and new classifications are a critical foundation to learning and development initiatives. Departmental IMCAT results will identify structure and resource needs in departments and will therefore be a key component in identifying the existing and future learning needs.
4.3 Learning and Development (continued)

Key Recommendations and Next Steps

• The following activities are recommended in the continued development of IM learning initiatives:
  – Validation of the IM competency framework.
  – Competency framework development for administrative employees.
  – Develop and design a competency assessment tool.
  – Change management approach for the application of the assessment tool. This includes communications and training focused on the use and sustainability of the assessment tool.
  – Further development and validation of the IM learning and development strategy.
  – Current state and gap assessment to identify program needs.
  – Administer the ‘IM Learning Opportunities Survey’ to the IM Community.
  – Build, develop and implement new IM learning programs and/ or partner with external institutions/ programs.

• The following approach is recommended for the next steps of the project. See the next slide for the details of each step.
4.3 Learning and Development (continued)

Key Recommendations and Next Steps...

Key Activities

1. Continuation of Competency Development and Validation
   - Validation of the IM competency framework.
   - Development and validation of IM competencies for the admin group.
   - Change management will be a key activity throughout all phases.

2. Stakeholder Review & Development of Competency Assessment Tool
   - Identify the 3 key stakeholders/owners (OCIO, CLD, and the departments) of learning and development (L&D) activities.
   - Develop the IM competency assessment tool.

   Other:
   - Complete IMCATs and determine the need for each department.

3. Gap Analysis
   - Provide a gap analysis for stakeholder current and desired state of learning and development ownership and activities.
   - Complete a competency assessment for each new position classification.

4. Recommendations and Development of Learning Plan
   - Develop an L&D plan for each new position classification.
   - Evaluation of L&D needs.
   - L&D program development to meet all employee needs.

5. Implementation of Learning Plan
   - Communicate the L&D plan.
   - Training needs analysis (based on the defined IM competencies).
   - Train on the new L&D plan where appropriate.
   - Integrate the L&D plan with other talent management service offerings.

Key Outcomes

1. Continuation of Competency Development and Validation
   - Business case for the learning and development plan.
   - Agreement of in-scope roles.
   - Project success criteria.
   - Project sponsorship.

2. Stakeholder Review & Development of Competency Assessment Tool
   - Stakeholder analysis to determine current ownership and IM learning activities.
   - IM competency assessment tool.

3. Gap Analysis
   - Gap analysis for stakeholder current and desired state of learning and development ownership and activities.
   - Competency assessment completed for each new IM position.

4. Recommendations and Development of Learning Plan
   - IM L&D plan to meet overall IM needs.

5. Implementation of Learning Plan
   - Communication plan.
   - Training plan and materials.
   - Development of standard evaluation forms and processes for all training courses and participants.
   - Roadmap for integration.

Key Recommendations and Next Steps:

- Gap analysis for stakeholder current and desired state of learning and development ownership and activities.
- Complete a competency assessment for each new position classification.

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4.4 Career Path

The objective of the career path phase was to create a structure for IM career growth within Government. The development of a viable career path was dependent on the development and implementation of various other IM initiatives and activities, including new classifications, competency framework, and learning and development programs.

Approach

Before a career path can be developed, it is necessary to assess and develop the foundational components. Our approach was to:

1. Develop new IM classification specifications.
2. Develop a new IM Competency Framework that support IM positions in Government.
3. Based on new classifications and competencies, identify a career path structure.
4.4 Career Path (continued)

Key Activities

The IM career path model was based on the outcome of the new classification specifications and competency framework.

Within the Government three core IM knowledge categories have been identified for the purpose of this model:

• Technical/ Operation
  – Which would include: IM Technician I, IM Technician II, IM Technician III, ECM Coordinator

• Analytical/ Advisory
  – Which would include: IM Analyst, Senior IM Analyst

• Leadership/ Strategic
  – Which would include: IM Manager, IM Director

Note: The defined knowledge categories identified in the model do not reflect 100% of the knowledge, skills and abilities required for the job. By referring to the new classification specifications and competency frameworks, the varying degrees of overlap are evident.
4.4 Career Path (continued)

The following diagram exhibits the career path model for IM jobs in Government. (Deloitte, 2008)

Government Levels

<table>
<thead>
<tr>
<th>Technical / Operation</th>
<th>Leadership / Strategic</th>
<th>Analytical / Advisory</th>
</tr>
</thead>
<tbody>
<tr>
<td>IM Technician I</td>
<td>IM Analyst</td>
<td>Senior IM Analyst</td>
</tr>
<tr>
<td>IM Technician II</td>
<td>ECM Coordinator</td>
<td>IM Director</td>
</tr>
<tr>
<td>IM Technician III</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Technical / Operation

Leadership / Strategic

Analytical / Advisory

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4.4 Career Path (continued)

When developing the classification specifications ARMA was used as the industry benchmark. This diagram displays the Government IM jobs in comparison to ARMA levels. (Deloitte, 2008)

Government Levels

Level 4
- IM Director

Level 3
- IM Manager
- Senior IM Analyst

Level 2
- ECM Coordinator
- IM Analyst
- IM Technician III

Level 1
- IM Technician II
- IM Technician I

ARMA Levels

Level 4
- HL

Level 3
- GS

Level 2
- Technical / Operation
- Leadership / Strategic
- Analytical / Advisory

Level 1
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4.4 Career Path (continued)

Indicated below are example job progression scenarios for the leadership, analytical and technical career paths. This are not inclusive paths for IM. These are only examples as there are many other paths an employee may take in their Government career. (Deloitte, 2008)

**Leadership Progression Example #1**

IM Analyst → Sr. IM Analyst → Manager → Director

**Leadership Progression Example #2**

IM Technician III → ECM Coordinator → Manager

**Analyst Progression Example #3**

ECM Coordinator → IM Analyst → Sr. IM Analyst

IM Technician III → IM Analyst → Sr. IM Analyst

**Technician Progression Example #4**

IM Technician II → IM Technician III → ECM Coordinator
4.4 Career Path (continued)

Key Outcomes

• Through the creation of the model employees can see the potential progression of their career.

• The career model increases the ability to build a career path for any employee growing into an IM position or moving to an IM career in Government.

• A defined career path increases the opportunities that exist for all Government employees.
4.4 Career Path (continued)

Outstanding Risks

- If we don’t provide internal communications then employees may not be aware of the career paths available to them.

- The career path development and updating is dependent on other activities, including classification implementation, IMCAT completion across Government and learning and development support.
  - New IM classifications have been established but until departments have identified their needs for IM resources, the model will not be able to reach full maturity.
  - Learning and development programs and partnerships have not been formally established yet for IM skills development. Support and development for IM learning initiatives will be critical in supporting the IM career model.
4.4 Career Path (continued)

**Recommended Next Steps**

Recommended next steps for the career path model include:

- Keeping the model up to date to ensure that it reflects the Government’s structure and IM needs.

- Assigning ownership to validate, maintain and update the model as IM grows and careers are defined with Government.

- As the model develops, communications to the IM Community of Practice is critical in creating awareness and educating employees on potential career opportunities.
4.5 IM Recruitment Strategy

The objective was to develop a recruitment strategy for IM difficult to fill positions.

Approach

• Various consultations were held with the IMHR Implementation Team and Strategic Staffing representatives, PSC (see Appendix A for a listing of stakeholder consultations).

• As well, research was conducted across other provincial and federal jurisdictions, and through Deloitte resources to determine best practices and standards in recruitment (see Appendix B for a listing of secondary research).

Key Activities

• Assess current recruitment environment for IM.
• Identify recruitment best practices.
• Develop a recommended IM recruitment strategy.
• Develop plan to assist in the recruitment and staffing process.
4.5 IM Recruitment Strategy (continued)

IM Recruitment Strategy Outcomes

IM recruitment strategy developed in partnership with Strategic Staffing, PSC is currently in draft review status (see Appendix O for the draft PSC Recruitment Strategy).

Outstanding Risks

The drafted IM recruitment strategy is currently under review and validation by the PSC and OCIO. Once the review is completed, any potential risks will be identified and documented.
4.5 IM Recruitment Strategy (continued)

**Recommended Next Steps**

- Further development and validation of the IM Recruitment Strategy.
- Build the Recruitment Plan.
- Develop tools and change management processes for the Recruitment Plan/Strategy.
- Post IMCIT validation of the Recruitment Plan.
### 4.6 IM Directors Forum

**Approach:**

Because there is not yet a “critical mass” of IM Directors across Government it was determined that this step should be postponed to become a priority for the IM Branch of the OCIO as the IM Community within Government matures.

**Key Activities:**

Based on an initial assessment, the IM Standard’s Board (IMSB) currently serves the function of an IM Director’s Forum. The IMSB serves as an IM advisory committee for the OCIO responsible for:

- Reviewing and commenting upon the general direction of IM, policy and standards development, IM Division plans and other issues and items upon which the OCIO may from time to time seek advice and input.

IMSB does not have the authority to make decisions about OCIO policy or plans or about any individual department’s IM plans. It serves an advisory capacity only. Departmental IM representatives may, if they wish, ask IMSB to consider items and issues and provide advice or suggestions.
4.6 IM Directors Forum (continued)

**Key Outstanding Risks**

Less than 50% of IMCATs have been completed, therefore, IM management needs in departments have not been formally identified and filled based on this process. Until department IM structures are established with IM management, the forum will not be able to be implemented.

**Recommended Next Steps**

As IMCATs are completed and departments begin to fill the recommended IM management positions, establishing a forum to ensure IM is managed consistently across the Government will be a key success factor to project initiatives as well as overall IM awareness and understanding.

The IM Director’s Forum should address common strategic and operational IM related issues in a coordinated manner. The mandate for the IM Director’s Forum should be established and then reviewed against the IMSB terms of reference to determine any potential overlap. Steps should then be taken to determine a clear mandate and terms of reference for one or both forums.
5. Summary of Recommendations and Implementation Approach
5. Recommendations

With the completion of the IMHR implementation phase there are key activities that require further development in order to meet project goals and create a professional IM workforce with viable career path.

The following slides provide a detailed list of the recommended next steps as well as a prioritization matrix and implementation approach.

As well, in order to move forward successfully, the following governance issues should be addressed.

– Definition and formalization of ownership due to the interdependencies among activities and to ensure project activities are implemented and maintained.

– Coordination and timing of phased activities should be determined due to the interdependencies that exist.

– Governance and clear decision making protocols should be put in place.
# 5.1 Recommendations – Critical and Key

## Critical Recommendations

- fundamental to address the challenges identified in this report, and advance IM in Government. These recommendations include:

### Learning and Development
- Further development and validation of the IM Competency Framework.

### Other
- Complete departmental IMCAT assessments for IM Resource needs.

## Key Recommendations

### Communications
- Integrated Communications Plan for IM & IP.

### Job Classification
- Change Management support for the new IM classification specifications and position descriptions.
- Formalization of Director and Manager templates.

### Learning and Development
- Develop and design a competency assessment tool.
- Further development and validation of the IM Learning and Development Strategy.
- Build and develop new IM learning programs – collaboration and partnerships.
- IM Competency identification for Administrative employees.
- Communications approach and change management activities for learning and development initiatives, including the competency framework and the career path model.

### Recruitment
- Further development and validation of the IM Recruitment Strategy.
- Build the Recruitment Plan.
- Provide tools and change management processes for the IM Recruitment Plan.
- Post IMCAT validation of the Recruitment Plan.

### IM Directors Forum
- Create an IM Directors Forum.
5.2 Recommendations - Definition of Priority Matrix

Definitions and Assumptions

To further clarify and prioritize the recommendations, a priority matrix has been developed. The recommendations are prioritized based on the following categorizations:

- Impact to organization – An assessment of the degree to which Government will be impacted by implementing the recommendation (Lower/Higher)
- Complexity to implement – An assessment of how easy or difficult it will be to implement the recommendation (Lower/Higher)

One key assumption made when categorizing the recommendations was that all of the project teams would have appropriate resources to complete the initiatives.

The following two slides describe the matrix and provide the actual priority rating for each recommendation.
## 5.2 Recommendations - Definition of Priority Matrix

Evaluation of recommendations based on impact and ease of implementation will help the IMHR team in prioritizing timing for the implementation.

<table>
<thead>
<tr>
<th>Complexity to Implement</th>
<th>Impact to Organization</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Long Term Major Initiatives</strong></td>
<td><strong>Other Short Term Opportunities</strong></td>
</tr>
<tr>
<td>Higher</td>
<td>Lower</td>
</tr>
<tr>
<td>These opportunities are expected to yield major benefits and should be considered a priority. These opportunities, however, will each represent a major project and take considerable time and effort to implement.</td>
<td>These opportunities are of lesser priority. They are not considered difficult and can likely be implemented in the short term to gain some significant impacts.</td>
</tr>
<tr>
<td><strong>Other Longer Term Initiatives</strong></td>
<td><strong>Quick Wins’ – Immediate Priority</strong></td>
</tr>
<tr>
<td>Lower</td>
<td>Higher</td>
</tr>
<tr>
<td>These opportunities will yield positive benefits but will require significant effort that would be better focused on the Long Term Major Initiatives first.</td>
<td>These opportunities should be implemented immediately to gain short term benefits</td>
</tr>
</tbody>
</table>
5.3 Recommendations – IMHR Priority Matrix

- **High Complexity to Implement**
  - 1. Further development and validation of the IM competency framework.
  - 2. Complete departmental IMCAT assessments for IM Resource needs.
  - 3. Communications Plan for IM & IP.
  - 4. Change Management support for the new IM classification specifications and position descriptions, learning and development, competency framework, and recruitment.
  - 5. Formalization of Director and Manager templates.
  - 6. Develop and design a competency assessment tool.
  - 7. Further development and validation of the IM Learning and Development Strategy.
  - 8. Build and develop new IM learning programs – collaboration and partnerships.
  - 9. IM competency identification for Administrative employees.
  - 10. Communications approach and change management activities for learning and development initiatives.

- **Low Impact to Organization**
  - 14.
  - 12.
  - 13.
  - 7.
  - 5.
  - 6.
  - 4.
  - 3.
  - 1.
  - 10.
  - 11.
  - 9.
## 5.4 Recommendations - Implementation Approach

**IMCAT**
- **Implementation Phase Support**
  - Validate Competency Framework (1 mos)
  - Further Develop and Validate Strategy (2 mos)
  - Change Management Support for L&D activities (3 mos)

**Learning and Development**
- Competency framework development for Admin (2 mos)
- Gap assessment to identify program needs (2 mos)
- Develop/ Design Competency Assessment Tool (3 mos)
- Build/ Dev/ Imp new IM learning programs and/or partner with external institutions/ programs (long-term)
- Change Management approach for application of new tool (2 mos)

**Career Path**
- Further Develop and Validate Strategy (3 mos)
- Communication/ Change Management approach of model (ongoing)

**Recruitment**
- Build Recruitment Plan (2 mos)
- Provide new recruitment tools (2 mos)
- Change Management (2 mos)
- Post IMCAT Validation of Recruitment Plan (1 mos)

**Classification**
- Change Management Support and process flow definition (3 mos)

**Directors Forum**
- IM Directors Forum (1 mos)

**Communications**
- Communications Plan – IM & IP (long-term)

**Post Support**
- Complete department assessment for IM resource needs (12-24 mos)
- Competency framework development for Admin (2 mos)

**NOTE:** ‘Change Management’ activities include: stakeholder engagement, workflow assessment, communications and training.

**Represent a critical component**
Appendices

A. Stakeholder Consultations
B. Secondary Research
C. Communications Plan developed by the Communications Branch
D. Communications Plan developed by the IMHR Project Team
E. FAQs
F. Job Classification Rollout Meetings
G. IM Classification Specifications
H. Sample IM Position Descriptions for New Non-Management Specifications
I. IM Management Position Description Templates
J. IM Post Secondary Programs
K. IM Learning Opportunities Survey
L. Sample Focus Group Session Material
M. Draft Executive IM Competences and New Leadership and Management IM competencies
N. IM Competency Framework
O. Draft Public Service Commission Recruitment Strategy
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# Appendix A – Stakeholder Consultations

## Phase 1: Communications

<table>
<thead>
<tr>
<th>Format</th>
<th>Name</th>
<th>Organization</th>
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<tbody>
<tr>
<td>Bi-weekly meeting</td>
<td>Shelley Smith</td>
<td>OCIO</td>
</tr>
<tr>
<td>One on one meeting</td>
<td>Jennifer Duff, SME</td>
<td>OCIO</td>
</tr>
<tr>
<td>Monthly meeting</td>
<td>Implementation Team</td>
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</tr>
<tr>
<td>Quarterly meeting</td>
<td>Steering Committee</td>
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</tr>
<tr>
<td>Group meeting</td>
<td>Josephine Cheeseman,</td>
<td>PSS</td>
</tr>
<tr>
<td></td>
<td>Tansy Mundon, Lynn</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Salter</td>
<td></td>
</tr>
<tr>
<td>One on one meeting</td>
<td>Debbie Marnell</td>
<td>Executive Council</td>
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## Phase 2: Job Classification

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<td>OCIO</td>
</tr>
<tr>
<td>One on one meeting</td>
<td>Terry Kennedy, Project Advisor</td>
<td>PSS</td>
</tr>
<tr>
<td>One on one meeting</td>
<td>Maria Ronayne, SME</td>
<td>PSS</td>
</tr>
<tr>
<td>Monthly meeting</td>
<td>Implementation Team</td>
<td>N/A</td>
</tr>
<tr>
<td>Quarterly meeting</td>
<td>Steering Committee</td>
<td>N/A</td>
</tr>
<tr>
<td>Group meeting</td>
<td>IM Community of Practice</td>
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<tr>
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<td>IM Standards Board</td>
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</tr>
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</tr>
<tr>
<td></td>
<td>Karen Bartlett</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Elizabeth Horwood</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Cindy Hussey</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Glenn Saunders</td>
<td></td>
</tr>
<tr>
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<td>PSC</td>
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<tr>
<td></td>
<td>Tina Follett</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Mangers of Strategic Staffing</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Karen Ellis</td>
<td></td>
</tr>
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<td>Organization</td>
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<td>-------------------------------------</td>
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<tr>
<td>Group meeting</td>
<td>Roma Bridger</td>
<td>PSS</td>
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<td>Group meeting</td>
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<td>Executive Council</td>
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<td>Phone conversation</td>
<td>Pat Burns</td>
<td>Government of NB</td>
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<td>Phone conversation</td>
<td>Bernita Cogswell</td>
<td>Government of NB</td>
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<tr>
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<td>Iris Power</td>
<td>OCIO</td>
</tr>
<tr>
<td>One on one meeting</td>
<td>Randy Collins</td>
<td>OCIO</td>
</tr>
<tr>
<td>One on one meeting</td>
<td>Clyde Little</td>
<td>CNA</td>
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<tr>
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<td>Lori Collins</td>
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</tr>
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<td>Mike Bannister and Ron Pelton</td>
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</tr>
<tr>
<td>One on one meeting</td>
<td>Kim Barnes</td>
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**Phase 3: Career Path**

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<td>Shelley Smith</td>
<td>OCIO</td>
</tr>
<tr>
<td>One on one meeting</td>
<td>Roma Bridger, Project Advisor</td>
<td>PSS</td>
</tr>
<tr>
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<td>Implementation Team (see a list of the members below)</td>
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<tr>
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**Phase 4: Learning and Development**

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<td>PSS</td>
</tr>
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<td>One on one meeting</td>
<td>Debbie Curtis, SME</td>
<td>PSS</td>
</tr>
<tr>
<td>One on one meeting</td>
<td>Peter Ivany, SME</td>
<td>PSS</td>
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<td>Steering Committee (see a list of the members below)</td>
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<td>Focus group session</td>
<td>Management (6 attendees)</td>
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<tr>
<td>Focus group session</td>
<td>Leadership (4 attendees)</td>
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**Phase 5: Recruitment Strategy**

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<td>OCIO</td>
</tr>
<tr>
<td>One on one meeting</td>
<td>Tina Follett, Project Advisor</td>
<td>PSC</td>
</tr>
<tr>
<td>One on one meeting</td>
<td>Karen Ellis, SME</td>
<td>PSC</td>
</tr>
<tr>
<td>One on one meeting</td>
<td>Scott McLean, SME</td>
<td>PSC</td>
</tr>
<tr>
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<td>Implementation Team (see a list of the members below)</td>
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</tr>
<tr>
<td>Quarterly meeting</td>
<td>Steering Committee (see a list of the members below)</td>
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<tr>
<td>One on one meeting</td>
<td>Derick Layte</td>
<td>PSC</td>
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**Phase 6: IM Director’s Forum**

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<td>OCIO</td>
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**Implementation Team**

<table>
<thead>
<tr>
<th>Name</th>
<th>Organization</th>
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</thead>
<tbody>
<tr>
<td>Karen Bartlett</td>
<td>Justice (July 2008 - March 2009)</td>
</tr>
<tr>
<td>Claudette Brokenshire</td>
<td>PSS (September 2008 – October 2008)</td>
</tr>
<tr>
<td>Debbie Curtis</td>
<td>PSS (November 2008 – March 2009)</td>
</tr>
<tr>
<td>Karen Ellis</td>
<td>PSC (March 2008 - February 2009)</td>
</tr>
<tr>
<td>Lily Green</td>
<td>PSS</td>
</tr>
<tr>
<td>Peter Ivany</td>
<td>PSS (November 2008 – March 2009)</td>
</tr>
<tr>
<td>Scott McLean</td>
<td>PSC (February 2009 – March 2009)</td>
</tr>
<tr>
<td>Doug Redmond</td>
<td>PSS</td>
</tr>
<tr>
<td>Maria Ronayne</td>
<td>PSS</td>
</tr>
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</table>

**Steering Committee**

<table>
<thead>
<tr>
<th>Name</th>
<th>Organization</th>
</tr>
</thead>
<tbody>
<tr>
<td>Peter Shea (Chair)</td>
<td>OCIO</td>
</tr>
<tr>
<td>Sandra Barnes</td>
<td>Cabinet Secretariat</td>
</tr>
<tr>
<td>Dean Brinton</td>
<td>The Rooms Corporation</td>
</tr>
<tr>
<td>Marilyn Field</td>
<td>PSS</td>
</tr>
<tr>
<td>David Gale</td>
<td>PSS</td>
</tr>
</tbody>
</table>
### Name | Organization
--- | ---
Sheree MacDonald | Government Services
Rebecca Roome | PSS (February 2009 – March 2009)
Ed Walsh | PSC

**IM Standard’s Board**

### Name | Organization
--- | ---
Shelley Smith (Chair) | OCIO
Eileen Cahill | Justice
Kim Hammond | House of Assembly
Kim Harding | RNC, Justice
Kim Barnes | OCIO
Joan Mowbray | The Rooms Corporation
Ruth Parsons | Innovation, Trade and Rural Development
Renee Pendergast | Justice

**HR Strategic Directors**

### Name | Organization
--- | ---
Karen Bartlett | Justice
Dave Ford | Resource Sector
Gig Dooling | Executive Council (February 2008 - March 2009)
Elizabeth Horwood | Executive Council
Cindy Hussey | Transportation and Works
Glenn Saunders | Social Sector
## Appendix B – Secondary Research

<table>
<thead>
<tr>
<th>Phase</th>
<th>Type of Information</th>
<th>Organization</th>
<th>Additional Comments</th>
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<tr>
<td>Phase 1 – Communications</td>
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<td>Phase 2 – Job Classification</td>
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<td>AIIM</td>
<td><a href="http://www.aiim.org">www.aiim.org</a></td>
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<td></td>
<td>Deloitte research/ methodology</td>
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<td></td>
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<td>Government of NB</td>
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<td>Government of New Zealand</td>
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<td>Library and Archives Canada</td>
<td><a href="http://www.collectionscanada.gc.ca">www.collectionscanada.gc.ca</a></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Deloitte research/ methodology</td>
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</tr>
<tr>
<td>Phase 6 – IM Director Forum</td>
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Appendix C – Communications Plan developed by the Communications Branch

<table>
<thead>
<tr>
<th>Consulted with:</th>
<th>Date Drafted:</th>
<th>Anticipated Announcement:</th>
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<tr>
<td>Shelley Smith, Director of Information Management</td>
<td>August 12, 2008</td>
<td>No external announcement anticipated.</td>
</tr>
<tr>
<td>Sheri Dilny, Deloitte</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Jennifer Reddick, Deloitte</td>
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</table>

Communications Analysis

Public Environment

Information Management (IM) is an emerging field in both the public and private sectors. Over the past five years awareness of IM as an asset increased in the Government of Newfoundland and Labrador due to the introduction of the Management of Information Act, creation of the IM Branch within the OCIO and creation of IM positions within several government departments.

There is currently an increased urgency for organizations in both the public and private sectors to develop an effective IM strategy because if information is not better managed, government will experience significant corporate memory loss due to retirements over the next 5 years. In 2007 an Information Management Horizontal Review (IMHR) was completed involving a review of the Government of Newfoundland and Labrador’s IM community.

Changes as a result of the IMHR are intended to organize the government’s IM community to better respond to changing trends within the field, and to provide IM staff with educational opportunities and viable career paths. The first stage of implementation will involve introduction of new IM classification specifications which may result in reclassification requests for core IM employees. It will also raise awareness of the importance of IM in the departments. The purpose of this communication plan is to ensure effective communications during the first implementation stage.

Currently, Newfoundland and Labrador is seen as a leader in the IM community across the country because of its core IM Branch within the OCIO. Also, several jurisdictions have expressed interest in modeling the Branch’s IM structure. On the other hand the province falls short in terms of departmental IM resources. The IM community needs to improve to enable government to manage information effectively across all departments, while meeting business needs and fiscal, legal, transparency and accountability requirements. Implementation of the IMHR recommendations is an important step towards IM improvement government-wide.
Public pressure does not necessarily exist pertaining to this issue; however recent ATIPP requests and challenges presented by the Cameron Inquiry have raised public and media awareness of IM issues. Because of such incidents the government’s e-mail management abilities were questioned by the opposition, media and the public.

**Strategic Considerations**

Reaction from the IM staff and government community including administrative, archivists and librarian staff is anticipated to be mixed. IM staff may positively view the recommendations and implementation of the IMHR because they show Government’s commitment to the improvement of IM. However, IM staff may also fear possible side effects of the reclassification process including having to compete for their existing positions and redeployment. Other government employees are expected to react positively or indifferently to the implementation of the horizontal review recommendations.

Reaction from the public is expected to be positive as it will communicate Government’s commitment to enhancing its IM capacity to better manage and protect personal and confidential information.

Deputy Minister’s and executives are likely to be supportive of the IMHR.

The implementation of the IMHR recommendations will provide the OCIO with the opportunity to communicate the value of IM in departments and the value of Information Management Capacity Assessment Tool (IMCAT) to departments who have not already completed an IMCAT. This tool assesses departments’ current IM environment against legislative and policy compliance, and identifies gaps and areas for improvement within departments.


Continuous communications will be essential during each level of the implementation plan. Recruitment, organization, training, competencies, responsibilities and classification IM employees is the responsibility of government departments, within policies and procedures of PSS and PSC and with guidance, as required, from the OCIO’s IM Branch. Departments will be interested in utilizing the new classification of IM positions because it provides employees with job descriptions that are consistent with other departments. Implementation of the classification structure will be coordinated with the Public Service Secretariat, which will use it as a mandatory standard for IM positions being created or considered for reclassification.

**Target Audience**

- **Primary**
  - IM staff and community
  - Potential internal candidates for IM positions
  - Human Resources directors

- **Secondary**
  - Government employees and departments
  - Selected Supported public bodies
    - Public Service Commission
    - House of Assembly
    - The Rooms
  - The Unions

**Consultation**

- The project is currently in its Implementation Phase and the OCIO is working with Public Service Secretariat, Public Service Commission and Cabinet Secretariat to implement the recommendations.
Communications Objectives

- To communicate to government executives and the IM community that the implementation of the IMHR will improve IM positions in government, support viable IM career paths, establish an IM learning and development strategy and establish a clear recruitment strategy.
- To communicate enhancements to the IM Community.
- To communicate the value of the IM community within government, the value of the IMCAT, and raise awareness of the IM community and initiatives within government.

Communications Strategy

Messages

Internal

- Over the next several years the IM structure within government will undergo changes to enhance IM capacity in government departments.
- IM is central to organizational efficiency, risk management and informed decision making.
- The implementation of the horizontal review will make IM positions consistent across government, support viable IM career paths, establish an IM learning and development strategy and launch a clear recruitment strategy.

Please see appendix A for messages for specific internal audiences.

External

- Government is making improvements to IM.
- Over the next several years the IM structure within government will undergo changes to enhance IM capacity in government departments.

The Announcement (and activities)

- Executive Director of Information Management to notify Deputy Ministers at the Deputy Minister’s breakfast.

Activities (see appendix A)

- Networking events and information sessions with IM community.
- Focus group sessions with staff.
- Create FAQs, fact sheets and contact information sheets.
- Executive Director, IM Branch, OCIO to update executives appropriately; including at the Deputy Minister’s breakfast.
- IMHR Project team to meet with strategic staffing, classification group, learning and development and departmental Human Resources staff to roll out new classification specifications.
- Post the following information on the IM website when appropriate: learning and development information, recruitment strategy information, IMCAT information, IM community information, training opportunities, helpdesk e-mail, FAQs and factsheets.
- Provide PSDC chairs with FAQs and factsheets on horizontal review, and ask that they discuss the project in PSDC meetings.
- Create an e-mail helpdesk for IMHR related inquiries.
Interdepartmental Coordination

- The project is led by a Steering Committee consisting of the Chief Information Officer (Chair), Deputy Clerk of Executive Council, Deputy Minister of Government Services, Deputy Minister Public Service Secretariat, Chair of the Public Service Commission and Chief Executive Officer of The Rooms Corporation.

Follow-up Activities

- Shelley Smith and Peter Shea will reiterate IM messages in memos and presentations as necessary.

Drafted by:

Name: Jennifer Duff  
Telephone: 729-0623

Appendix A

OCIO - IM Horizontal Review Classification Specification Roll-Out Communication Plan

<table>
<thead>
<tr>
<th>Audience (Who)</th>
<th>Message (What)</th>
<th>Objectives</th>
<th>Method (How)</th>
<th>Timing (When)</th>
<th>Responsible (delivery)</th>
</tr>
</thead>
<tbody>
<tr>
<td>DMs</td>
<td>Project Update</td>
<td>Inform DMs on the relationship to the IMCATs. Highlight the departmental options: submit all IM positions or submit on an individual basis.</td>
<td>Meeting</td>
<td>5-10 days pre-roll out</td>
<td>Shelley Smith</td>
</tr>
<tr>
<td>HR Directors</td>
<td>Project Update</td>
<td>Prepare Directors to address concerns of their employees. Have the ability to determine if a position should be submitted for reclassification. Aware of the process for submitting new positions for classification.</td>
<td>Meeting</td>
<td>2-3 days pre-roll out</td>
<td>Shelley Smith, Maria Ronayne, Deloitte</td>
</tr>
<tr>
<td>Classification Group</td>
<td>Project Update</td>
<td>Raise any outstanding classification concerns in the process</td>
<td>Meeting</td>
<td>2-3 days pre-roll out</td>
<td>Shelley Smith, Maria Ronayne, Deloitte</td>
</tr>
<tr>
<td>PSC - Recruitment Staff</td>
<td>Project Update</td>
<td>Prepare the recruitment staff for increase in IM recruitment/position re-deployment. Inform staff of the short term recruitment strategy that is to be developed to assist employees/government current process.</td>
<td>Meeting</td>
<td>2-3 days pre-roll out</td>
<td>Shelley Smith, Maria Ronayne, Deloitte</td>
</tr>
<tr>
<td>IM Standard's Board</td>
<td>Project Update</td>
<td>Highlight key FAQs that will help them understand the process.</td>
<td>Meeting</td>
<td>2-3 days pre-roll out</td>
<td>Shelley Smith, Maria Ronayne, Deloitte</td>
</tr>
<tr>
<td>IM Community</td>
<td>Project Update</td>
<td>Highlight key FAQs that will help understand the process/contacts for further information.</td>
<td>Meeting</td>
<td>2-3 days pre-roll out</td>
<td>Shelley Smith, Maria Ronayne, Deloitte</td>
</tr>
<tr>
<td>IMCAT project team</td>
<td>Project Update</td>
<td>Inform the team of the new IM specifications and the impact on the IMCATs</td>
<td>Meeting</td>
<td>1 day pre-roll out</td>
<td>Deloitte</td>
</tr>
<tr>
<td>Employees</td>
<td>FAQs</td>
<td>Highlight key questions that will help to understand the process/contacts for further information.</td>
<td>PSN</td>
<td>Roll out day</td>
<td>OCIO Communications, Deloitte</td>
</tr>
<tr>
<td>IM Community</td>
<td>FAQs</td>
<td>Highlight key questions that will help to understand the process/contacts for further information.</td>
<td>IM Intranet Site</td>
<td>Roll out day</td>
<td>OCIO Communications, Deloitte</td>
</tr>
<tr>
<td>Employees</td>
<td>open questions</td>
<td>Answer any outstanding questions.</td>
<td>Email address</td>
<td>Roll out day</td>
<td>ISC and Deloitte</td>
</tr>
</tbody>
</table>
Appendix D – Communications Plan
developed by the IMHR team

Agenda

The communication strategy and plan contains the following key pieces of information:

1. Objectives and Key Messages
2. Strategic Considerations
3. Assess Stakeholders – with whom we need to communicate.
4. Messages Analysis:
   - What needs to be communicated to each group of impacted individuals;
   - When key messages need to be conveyed to each group of impacted individuals;
   - By whom does it make the most sense for each message to be delivered and who will create the communications to be delivered.
5. Communications Tools
6. Communications Calendar of Events
2.0 Strategic Considerations

- Reaction from the IM staff, GNL community including Admin, Archivists and Librarian staff is anticipated to be mixed.
- Reaction from the public is expected to be positive as it will communicate Government’s commitment to enhancing its IM capacity to better manage and protect personal and confidential information.
- Departments are bound by the Management of Information Act.
- Information Management is now a performance metric for DMs.

1.0 Objectives and Key Messages

Objectives
- Communicate to the IM community that the implementation of the IM Horizontal Review will improve IM positions in Government, support viable IM career paths, establish an IM learning and development strategy and establish a clear recruitment strategy

To establish a strong and consistent identity for the project, consistent messages are fundamental

Internal Key Messages
- IM is central to organizational efficiency, risk management and informed decision making
- Over the next several years the IM structure within GNL will undergo changes to enhance IM capacity in Government departments

External Key Messages
- GNL is making key improvements to IM
- Over the next several years the IM structure within GNL will undergo changes to enhance IM capacity in Government departments
3.0 Assess Stakeholders

Assess the level of impact, commitment to change, and specific concerns of those who will be affected by the change. Analyze groups according to the extent to which they are affected by the change, their criticality to the success of the change, and their concerns about the change.

<table>
<thead>
<tr>
<th>Stakeholder Group</th>
<th>Role</th>
<th>Degree of impact (H-M-L)</th>
<th>Concerns/Issues</th>
<th>Responsibilities</th>
<th>Preferred media</th>
</tr>
</thead>
<tbody>
<tr>
<td>IMCAT project team</td>
<td>Determine the IM structure for the depts, recommend positions</td>
<td>M</td>
<td>Aligning IMCAT with new IM classifications</td>
<td>Delivery of the IMCAT program</td>
<td>Group meeting</td>
</tr>
<tr>
<td>IM Community</td>
<td>Determine if they would like to bring forward a request for reclassification</td>
<td>H</td>
<td>Results of reclassification requests unknown</td>
<td>Request reclassification, develop learning plan with IM focus, look for IM position opportunities</td>
<td>Quarterly Updates, FAQs</td>
</tr>
<tr>
<td>Public Servants</td>
<td>General information and interest in IM opportunities</td>
<td>L</td>
<td>General information and interest in IM opportunities</td>
<td></td>
<td>Group meeting, FAQs</td>
</tr>
<tr>
<td>DM</td>
<td>Determine dept's IM needs</td>
<td>M</td>
<td>Sufficient IM structure to meet the depts needs, budget availability for new IM positions</td>
<td>Request an IMCAT, propose new IM positions</td>
<td>Executive meetings, One-on-One meetings</td>
</tr>
<tr>
<td>HR Directors</td>
<td>Address concerns of their employees in the process, determine if a position should be reclassified, submit new positions for classification</td>
<td>H</td>
<td>Employee classification, resourcing for dept's IM needs, professional development addressed</td>
<td>Assessment of employees IM roles and responsibilities</td>
<td>Group meeting</td>
</tr>
<tr>
<td>Classification Group</td>
<td>Assess classification/reclassification requests</td>
<td>H</td>
<td>Timing/amount of requests for classification and reclassification</td>
<td>Assess employee's PD and determine classification</td>
<td>Group meeting</td>
</tr>
<tr>
<td>PSC – Recruitment Staff</td>
<td>Recruiting and staffing for IM positions</td>
<td>H</td>
<td>Conduct internal vs. external job postings, difficult to fill IM positions</td>
<td>Recruiting and staffing for IM positions</td>
<td>Group meeting</td>
</tr>
<tr>
<td>IM Standard’s Board</td>
<td>Advisors to IM practices</td>
<td>H</td>
<td>Addressing classification, recruitment and L&amp;D needs</td>
<td>Provide direction of IM within GNL</td>
<td>Group meeting</td>
</tr>
</tbody>
</table>

*Note: See Appendix B for the definition of the degree of impact*
## 4.0 Messages Analysis cont’d…

<table>
<thead>
<tr>
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<td></td>
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<td></td>
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<td>PCN</td>
<td>Roll out day</td>
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<tr>
<td></td>
<td></td>
<td>IM Community and Public Servants</td>
<td>Open questions</td>
<td>Answer any outstanding questions.</td>
<td>Email address</td>
<td>Roll out day</td>
<td>Kim Barnes and Deloitte</td>
</tr>
<tr>
<td></td>
<td></td>
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</tr>
<tr>
<td></td>
<td></td>
<td>IM Standard’s Board</td>
<td>Project Update</td>
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<td>Meeting</td>
<td>2-3 days pre-roll out</td>
<td>Shelley Smith, Maria Ronayne, Deloitte</td>
</tr>
</tbody>
</table>

## 4.0 Messages Analysis

All stakeholders will be informed before the roll-out. The message to the stakeholders will differ depending on their specific responsibilities and overall objectives of this project.
5.0 Communications Tools

- **Roll Out Meetings**

  **Stakeholders include:**
  1. Deputy Ministers
  2. HR Directors
  3. Classification Group
  4. Organizational Management and Design
  5. Collective Bargaining
  6. PSC Staffing Team
  7. IM Standard’s Board
  8. OCIO, IM Managers
  9. IM Community

  **Stakeholder agendas will include:**
  - Objective
  - Communication Plan Overview
  - New IM Classification Specifications
  - Roll-Out Strategy
  - FAQs

5.0 Communications Tools cont’d...

- **FAQs**

  **Topics include:**
  - What is the IMHR
  - What is the IMCAT
  - Relationship between the IMHR and the IMCAT
  - Classification/ reclassification process
  - IM community
  - Learning and development opportunities

- **Help desk confidential email**

  - IM@gov.nl.ca
  - Administered by the ISC group at the OCIO
  - Will be used primarily to answer any IM specific questions
6.0 Communications Calendar of Events

<table>
<thead>
<tr>
<th>Mon</th>
<th>Tues</th>
<th>Wed</th>
<th>Thurs</th>
<th>Fri</th>
</tr>
</thead>
<tbody>
<tr>
<td>23</td>
<td></td>
<td>24</td>
<td></td>
<td>27</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>DM Breakfast session</td>
<td></td>
</tr>
<tr>
<td>2</td>
<td>Implementation Team Meeting</td>
<td>3</td>
<td>PSS &amp; PSC representatives session 9-11am</td>
<td>4</td>
</tr>
<tr>
<td>5</td>
<td>Release of new specs</td>
<td>6</td>
<td></td>
<td></td>
</tr>
<tr>
<td>FAQs posted online</td>
<td>IM Community 2pm</td>
<td></td>
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</tr>
</tbody>
</table>

Communication Notes:
- HR questions should be directed at department's HR representative.
- IM questions should be directed at IM@gov.nl.ca.

Appendix A
Communication planning approach

The approach to developing a communication strategy and plan is based on a logical sequence of steps that focus on identifying key groups impacted by the project, key messages the groups need to receive, and appropriate delivery mechanisms for the messages.

1.0 Assess Stakeholders
- Assess the level of impact, commitment to change, and specific concerns of those who will be affected by the change
- Analyze internal and external groups according to the extent to which they are affected by the change, their criticality to the success of the change, and their concerns about the change

2.0 Perform Media Analysis
- Understand the media currently in use, how it is used, and which forms are most effective
- Select appropriate media to deliver project messages

3.0 Perform Message Analysis
- Identify and develop key messages by project phase/milestone
  - Message
  - Media
  - Timeline
  - Responsibility
Appendix B
Impact Analysis

• The first key steps in the stakeholder engagement process occurs in the planning phase. It involves the identification of all people and groups who will be impacted in some way by the cultural, procedural and process changes brought about by the IMHR or have the potential to influence the project. These people are then grouped in terms of impacts, roles or responsibilities and engagement needs.

How much does the project impact the stakeholder group?

Reference to the note * in slide 4

• The following scale is used:
  • **High**: Relative to other stakeholder groups, this group is impacted the most by the project. Their job role will change significantly.
  • **Medium**: Relative to other stakeholder groups, this group is impacted in a moderate way by the project. Their job role will change minimally.
  • **Low**: Relative to other stakeholder groups, this group is minimally impacted by the project. Their job role will not change.

Appendix D
Strengths and weaknesses of communications vehicles

Each class of communication vehicles has inherent strengths and weaknesses. What is effective for one organization may not be effective for another.

<table>
<thead>
<tr>
<th>Advantages</th>
<th>Disadvantages</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Person-to-Person</strong></td>
<td></td>
</tr>
<tr>
<td>Establishes relationship between communicator and recipient</td>
<td>Limits portability of message to other groups</td>
</tr>
<tr>
<td>Conveys empathy more easily</td>
<td>Places onus on employee to participate unless mandatory</td>
</tr>
<tr>
<td>Supports two-way communications</td>
<td>May require coaching and preparation of communicators and conflict management techniques</td>
</tr>
<tr>
<td>Facilitates assessment of audience understanding and receptiveness</td>
<td></td>
</tr>
<tr>
<td>Increases credibility of message</td>
<td></td>
</tr>
<tr>
<td>Allows language to be tailored to the audience</td>
<td></td>
</tr>
<tr>
<td><strong>Print</strong></td>
<td></td>
</tr>
<tr>
<td>Improves portability of message for future reference</td>
<td>Increases cost of preparation (time and materials)</td>
</tr>
<tr>
<td>Effectively supports person-to-person communications</td>
<td>May limit timeliness of messages</td>
</tr>
<tr>
<td>Facilitates mass distribution</td>
<td>Limits ability to tailor language and messages</td>
</tr>
<tr>
<td><strong>Electronic</strong></td>
<td></td>
</tr>
<tr>
<td>Facilitates rapid, broad distribution</td>
<td>Limits ability to convey empathy</td>
</tr>
<tr>
<td>Reduces potential for filtering or screening</td>
<td>Supports one-way communication</td>
</tr>
<tr>
<td>Supports some two-way communication</td>
<td>Increases potential for filtering/screening</td>
</tr>
<tr>
<td>Facilitates repetitive delivery</td>
<td></td>
</tr>
<tr>
<td>Supports visually stimulating presentation of messages</td>
<td></td>
</tr>
<tr>
<td>Permits easy sharing and storage by end users</td>
<td>May require changes in technology to support group-wide distribution of some of the media</td>
</tr>
<tr>
<td></td>
<td>Limits ability to convey empathy</td>
</tr>
<tr>
<td></td>
<td>Video requires significant time and cost to produce</td>
</tr>
<tr>
<td></td>
<td>Can be easily overshadowed by large volume of electronic communications</td>
</tr>
</tbody>
</table>
Appendix E – FAQs

1. What is Information Management (IM)?

Information management (also known as records management) means a program of records and information management instituted to provide an economical and efficient system for the creation, maintenance, retrieval and disposal of government records.

2. What is the Information Management Horizontal Review (IMHR)?

The IMHR includes two phases. It is currently in Phase Two, which is the Implementation Phase. From Phase One of the Review a report was produced containing recommendations on how to improve IM within Government by methods including: developing and standardizing classification specifications, developing a career path, creating a competency framework and learning and development strategy, and creating a recruitment strategy for difficult to fill positions. In February 2008 planning took place to begin implementation of some of the Review’s recommendations and in April 2008 the Implementation Phase of the project began. This phase is ongoing until March 2009.

3. Will the IMHR tell Government what the IM requirements are for each department?

Specific IM organizational structures for individual departments will be determined by the departments with the assistance of the Information Management Capacity Assessment (IMCAT) projects conducted by the IM Branch of the Office of the Chief Information Officer (OCIO).

4. Who is involved in the Information Management Horizontal Review (IMHR)?

The review has been led by:

- The Office of the Chief Information Officer (OCIO) with the assistance of Deloitte Inc. contractors;
- An internal project team consisting of Public Service Secretariat (PSS) and Public Service Commission (PSC) representatives;
- Governed by a Corporate Services Steering Committee and consists of representatives from the PSS, PSC, Cabinet Secretariat and the Rooms Corporation; and
- Various departmental executives and information management community members have been consulted throughout the review process.

5. What are the impacts of the Information Management Horizontal Review (IMHR)?

The first visible impact of the IMHR is the introduction of new information management (IM) classification specifications which may result in reclassification requests for IM employees.

The long term impacts will include: an IM competency framework for IM professionals in Government, updated Executive and Management and Leadership competency frameworks, a learning and development strategy for the IM community, a well-defined career path, a recruitment strategy for IM positions and the development of a structure/framework for an IM Directors forum.
6. **How will the recommendations of the Information Management Horizontal Review (IMHR) be rolled out to departments?**

The new information management (IM) classification specifications and associated pay levels will be established within the classification system with notification to departments and the Union. The new IM classification specifications will be the standard used by Classification and Compensation division of the PSS going forward for IM related positions.

IM competencies will be established by March 31, 2009 and updated through the regular process in consultation with IM professionals as needed by the Center for Learning and Development (CLD). IM competencies are a fundamental requirement across all positions and have been identified within the Executive, Leadership and Management and IM Professional (NEW!) competency models. Employees can use these competency models to develop their learning plans.

**Information Management Capacity Assessment Tools (IMCATs)**

7. **What is the Information Management Capacity Assessment Tool (IMCATs)?**

IMCAT was developed by the Office of the Chief Information Officer (OCIO) in 2006 as a planning tool for departments and agencies. It enables organizations to assess their current information management (IM) state against legislative and policy compliance, and to identify gaps and areas for improvement. It also provides a three-year plan with high level budget estimates. Based on similar tools used in other jurisdictions nationally and internationally, IMCAT gives the OCIO a consistent approach to assessing IM capacity and needs. It also provides guidance for allocation of resources such as advisory services and IM project funding. It enables development of a multi-year strategy to address Government’s IM requirements in a systematic and consistent manner.

8. **What is the relationship between the Information Management Horizontal Review (IMHR) project and the Information Management Capacity Assessment Tool (IMCAT)?**

Through the IMHR project, classification specifications have been developed for information management (IM) positions within Government. IMCATs provide recommendations to departments on IM needs, including organizational structure and resource needs based on these classifications.

Departments may restructure their IM group, create new IM positions and/or modify existing department positions based on IMCAT results.

9. **Where can I find more information about Information Management Capacity Assessment Tool (IMCAT)?**

The IMCAT has its own webpage on the Office of the Chief Information Officer (OCIO) website. This site houses all the information you will need about IMCATs including a test to find out if your department needs an IMCAT but it is recommended that all departments take on this initiative. [http://www.ocio.gov.nl.ca/imcat/overview.asp](http://www.ocio.gov.nl.ca/imcat/overview.asp)

10. **Does a department need to have an Information Management Capacity Assessment Tool (IMCAT) completed before it can apply for information management (IM) positions to be reclassified using the new IM classification specifications?**

No. Completion of the IMCAT would benefit the departments in determining the IM structure, positions and resources needed. However, if departments have existing IM resources, they may want to determine whether they are appropriately classified. Existing positions may be reclassified based on the employee’s current job duties and responsibilities and not the results of the IMCAT recommendations.
Classification/Reclassification

11. How will departments use the new information management (IM) classification specifications?

The new IM classification specifications will be the standard for IM positions.

There are three ways in which they can be implemented:

1. Departments will use new classification specifications for new position requests.
2. Departments can restructure based on Information Management Capacity Assessment Tool (IMCAT) results and submit affected positions for reclassification.
3. Departments may initiate a review of current IM positions.

12. What does reclassification mean?

Reclassification means any change in the classification of an existing position.

13. Who can apply for reclassification?

An employee who feels that they are inappropriately classified may apply for a reclassification in two ways:

- Employee initiated request – employee initiated but may not be supported by management (Collective Bargaining Right).
- Employer initiated request – position description prepared and submitted by the department.

If only a small portion of an employee’s position is involved in IM, then they will most likely not meet the new classification specifications. Individuals may want to speak to their Human Resource representative for further details.

14. What is the basic criterion an employee must meet before applying for reclassification?

There must be a change in the position for an employee to submit for reclassification [e.g. new organizational structure, new duties or new responsibilities relating to information management (IM)].

15. What is the process involved in employees requesting information management (IM) position(s) reclassification?

The process is the same as requesting any other type of reclassification request.

Further process information can be attained by the following:

- For bargaining unit employees, the Classification Review and Appeal Procedures addressed in the Collective Agreement.
- For non-bargaining employees, the Classification Review and Appeal Procedures addressed in the Compensation Policies and Procedures Manual.

For further information on this process and access to forms, agreements and manuals employees can consult with your Human Resources representative. The new classification specifications will be made available to the Human Resources divisions in the departments and the Union.

16. Is there an appeal process if your reclassification request is denied?

The process is the same as requesting any other type of appeal request.
Further process information can be attained by the following:

- For bargaining unit employees, the Classification Review and Appeal Procedures addressed in the Collective Agreement.
- For non-bargaining employees, the Classification Review and Appeal Procedures addressed in the Compensation Policies and Procedures Manual.

For further information on this process and access to forms, agreements and manuals employees can consult with your Human Resources representative.

17. Who do you consult with if you have any issues or questions?

Any questions around this process should be directed to the Human Resource representative in your department.

18. What should employees know before they request their position be reclassified?

The process is the same as requesting any other type of reclassification request.

Further process information can be attained by the following:

- For bargaining unit employees, the Classification Review and Appeal Procedures addressed in the Collective Agreement.
- For non-bargaining employees, the Classification Review and Appeal Procedures addressed in the Compensation Policies and Procedures Manual.

For further information on this process and access to forms, agreements and manuals employees can consult with your Human Resources representative.

**IM Community**

19. What is the purpose of the information management (IM) community?

The purpose of the IM community is to bring together IM practitioners across Government (including agencies, boards and commissions) and employees interested in IM to share ideas, transfer knowledge, network, provide an educational update, and provide IM training opportunities.

20. Who can become a member of the information management (IM) community?

The IM community is a self-identified community of interest within Government. It consists of anyone who has a vested interest in IM or a related field.

21. How do I become a member of the information management (IM) community?

You can contact the IM Community Coordinator for more details at lori.collins@gov.nl.ca

22. When does the information management (IM) community meet?

The IM community meets on a quarterly. Notification is sent by email prior to the meetings.
Learning and Development

23. Will there be learning and development opportunities created for information management (IM) staff once the Information Management Horizontal Review implementation project (IMHR) is complete?

Yes. Learning and development opportunities specific to the IM competencies will be established once the competency framework is completed. It is also important to remember that learning and development is available to all staff through the Leadership and Management Development Strategy.

Further information is available by contacting the Centre for Learning and Development (CLD) at http://intranet.gov.nl.ca/learning or 729-5698.

24. How will information management (IM) staff be notified of learning and development opportunities?

The process for accessing learning and development is through a systematic learning plan process. It is through a learning plan that all staff can identify their learning priorities. These priorities would be responded to by the Centre for Learning and Development (CLD).

As well, the Public Service Network (PSN) intranet site for the CLD has listings of the upcoming offerings at http://intranet.gov.nl.ca/learning or 729-5698.

25. Will there be an educational program offered through a local post secondary institution where employees can go to upgrade themselves?

We are exploring what programming exists within Newfoundland and Labrador post secondary institutions that can address our information management (IM) requirements. The Centre for Learning and Development (CLD) and the Office of the Chief Information Officer (OCIO) are currently working with and assessing several institutions regarding IM offerings.

26. Where can I go to get learning and development information?

You can contact the Centre for Learning and Development (CLD) or visit the CLD intranet site, http://intranet.gov.nl.ca/learning.

Contacts

27. Who do I contact if I have any questions?

For all Information Management (IM) related questions you can email IM@gov.nl.ca. There will be a resource dedicated to answering any questions that may arise. All correspondence will be maintained in confidence.

For all Human Resources (HR) related questions you can contact your department’s HR representative. If you are unaware of your HR representative you can contact your HR division at:
Justice: 729-4847
Transportation and Works: 729-3292
Executive Council: 729-5201 or 729-4001
Social Sector: 729-2457
Appendix F – Job Classification Roll-Out Meetings

The following three presentations were used for roll-out meetings for the following three stakeholders:

1. Deputy Ministers
2. Human Resource Representatives
3. IM Community

Deputy Ministers

Update
Roll out of IM Horizontal Review recommendations

February 27, 2009

For further information contact:
Shelley Smith
Executive Director
Information Management
729 6260
ssmith@gov.nl.ca
IM Horizontal Review - Overview

- 2007 OCIO initiated a review to assess the current structure and capacity of IM across Government, and provide recommendations for improvement.
- Review coordinated through a Steering Committee consisting of representatives from PSS, PSC, Cabinet Secretariat, The Rooms, and Department of Government Services.
- Review now in Implementation Phase:
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  2. Learning and development strategy
  3. Recruitment strategy
  4. Communication plan

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Objective - IM positions, career path, learning and core competencies

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Implementation of New Classifications

- New position classifications will be implemented in the following ways:
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  2. IM Staff may initiate a review of their own current classification (uncontrollable)
  3. Department may initiate a review of current IM positions
  4. New position or review of existing position/positions may result from an IMCAT review (preferred & most likely)
    - IMCAT as it applies to IMHR
      - IMCAT recommends the appropriate IM structure and resources for the department
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**Communication Notes:**
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- IM questions should be directed to [im@gov.nl.ca](mailto:im@gov.nl.ca)
Human Resources Representatives
UPDATE
Information Management Horizontal Review Recommendations
CONFIDENTIAL

March 2009

For further information contact:
Shelley Smith
Executive Director
Information Management
729 6260
ssmith@gov.nl.ca

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  3. Recruitment strategy
  4. Career path
  5. Communication plan

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© Deloitte & Touche LLP and affiliated entities. Information Management Horizontal Review
IM Horizontal Review - Overview

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  Advanced technical and administrative support providing supervision and guidance to subordinate staff and ensuring efficient operations of the Records Centre

- **ECM Coordinator** GS-34  
  Specialized technical, advisory, analytical work involved in leading the implementation of ECM core configuration

- **IM Analyst** GS-38  
  Professional advisory and analytical work functioning as an IM and IP subject matter expert

- **Senior IM Analyst** GS-40  
  Professional advanced advisory, analytical and supervisory work functioning as an IM and IP advanced subject matter expert

**NOTE:**  
Position description template is available for management positions (i.e. Director and Manager). Consult with Shelley Smith.

Implementation of **NEW** IM Classifications

- New position classifications will be implemented in the following ways:
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### Update on Other IMHR Recommendations

To be completed by March 31, 2009.

- IM competency development
  - Updated Executive Competency Framework
  - Updated Management and Leadership Competency Framework
  - New IM Competency Framework
- IM Learning and Development Strategy
- IM Recruitment and Staffing Strategy
Questions/ Comments

Contact: sheridilny@gov.nl.ca
        sdilny@deloitte.ca

        jenniferreddick@gov.nl.ca
        jreddick@deloitte.ca

(Deloitte, 2009)
UPDATE

Information Management Horizontal Review (IMHR)

March 5th, 2009

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Questions/ Comments
Appendix G – IM Classification Specifications

The following IM classification specifications are listed in this section below:

1. IM Technician I
2. IM Technician II
3. IM Technician III
4. Electronic Content Management
5. IM Analyst
6. IM Senior Analyst
Information Management Technician I

DEFINITION OF WORK:

This is entry level technical and administrative support for records and information management initiatives within a department.

Work involves applying, implementing and utilizing IM rules, tools and resources as it relates to departmental filing and classification standards retention schedules and disposal procedures, locating and disseminating records in accordance with information management policies and ensuring confidentiality and security is maintained at all times regarding sensitive data, correspondence, reports and information. Position makes decisions on a daily basis based on knowledge of applicable functions, rules and regulations, however, technical or policy problems are normally referred to higher level information management officials for decisions or explanation. Work is reviewed by a higher level information management position for compliance with established procedures and practices through reports and general observation of daily operations.

ILLUSTRATIVE EXAMPLES OF WORK:

Processes incoming information and documentation using appropriate technology and equipment. Opens, codes and distributes departmental correspondence.

Responds to general departmental requests by searching, locating, retrieving, compiling and delivering records or media files through established procedures and delivery systems in a timely manner while demonstrating effective customer service skills.

Performs records center operations such as database searches, reprographic activities (e.g. imaging, digitizing, microfilming) and other clerical tasks in support of departmental information management initiatives.

Participates in ensuring the accurate application of departmental filing and classification standards, retention schedules and disposal procedures.

Participates in the revision and maintenance of Records Center/Information Services Center policies and procedures relating to storage, security and management of records by informing senior colleagues of issues and processes that have an impact on daily operations.

Transfers all dormant or inactive records to the department’s Information Services Centre/Records Centre.

Monitors the physical condition of records to determine the need for preservation or conservation.

Processes outgoing information for secure disposal.

Participates in processing requests for information under the Access to Information Protection of Privacy Act (ATIPP).

Adheres to legal requirements which affect the information of the Department including access to information by departmental staff. Ensures confidentiality and security is maintained at all times regarding sensitive data, correspondence, reports and information.
Collects and provides information as requested to support records compliance audits.

Informs management of issues that have an impact on the department's information management and information protection processes.

Performs other related duties as required.

**EXPERIENCE AND TRAINING:**

Experience in the area of information technology and/or records and information management; completion of a one year post-secondary education with course work in business administration, information technology and/or records and information management.

09-02
Information Management Technician II

DEFINITION OF WORK:

This is technical and administrative support for records and information management initiatives within a department.

Work involves participating in the operation and maintenance of the Records Centre/Information Service Centre including processing incoming information for system integration, storage and/or distribution; gathering and compiling requested and specialized information in various formats for users; maintaining and gathering statistical data on Records Centre/Information Service Centre operations; participating in the maintenance of Records Centre/ISC policies and procedures; and providing process and technology training and orientation as required. Position may also provide work flow coordination, guidance and/or direction to lower level information management technicians and other subordinate staff, and oversee the operations of Records Centre/Information Service Centre equipment. Work is performed with considerable independence and initiative and is reviewed by a higher level information management official through discussions and observation of overall effectiveness.

ILLUSTRATIVE EXAMPLES OF WORK:

Informs management of issues that have an impact on information management program operations and compliance with government’s information management legislation.

Participates in maintaining policies and procedures relating to storage, security, management and disposition of records.

Sorts, classifies and codes material for integration into systems using an existing classification plan.

Responds to specific departmental advanced requests by searching locating, retrieving, compiling and delivering information or media files through established procedures and delivery systems, using appropriate reference and research tools.

Maintains and gathers statistical data for Records Centre/Information Services Centre operational reporting purposes to support management requests and projects.

Controls physical and electronic inventory by identifying and correcting discrepancies to ensure the availability, security and accuracy of data through data normalization, cleanup and reconciliation activities.

Performs physical file maintenance tasks including interfiling and applying tracking, bar codes or identifying labels to maintain the records and information repository integrity.

Migrates data and/or media by following approved procedures that address the elements of data accessibility and authenticity and disposes of records in accordance with information management and protection policy and procedures such as retention schedules, privacy requirements, archival policies and disposal procedures.

Collects and provides transactional data (expenses, expenditures) as requested related to procurement initiatives and decisions, to support the management of budget and expenditures.

Oversees the operation of photocopiers, facsimile equipment, scanners, bar code readers and microfilm systems by ensuring training is provided as required, equipment is kept in good working order and maintenance is scheduled when necessary.
Orders equipment and supplies for the Records Centre/Information Service Centre.

Provides information management and privacy knowledge and work flow guidance to subordinate staff on a daily basis, as needed, in accordance with departmental Record Centre/Information Service Centre policies and procedures.

Provides new employee orientation as well as program, process and/or technology training to new technicians and subordinate employees within the Records Centre/Information Service Centre.

May provide document management and information protection guidance to staff within the department.

Provides guidance and support in ensuring the accurate application of departmental filing and classification standards, retention schedules and disposal procedures.

Participates in processing requests for information under the Access to Information Protection of Privacy Act (ATIPP).

Adheres to legal requirements which affect the information of the Department including access to information by departmental staff. Ensures confidentiality and security is maintained at all times regarding sensitive data, correspondence, reports and information.

Performs other related duties as required.

**EXPERIENCE AND TRAINING:**

Considerable experience in the area of information technology and/or information management; completion of a two year post-secondary education with course work in business administration, information technology and/or records and information management.

09-02
Information Management Technician III

DEFINITION OF WORK:

This is advanced technical and administrative support for records and information management initiatives within a department including supervisory and financial support for a departmental records and information management program.

Work involves providing supervision and guidance to subordinate staff and ensuring efficient operations of the Records Centre/Information Service Centre which includes the coordination of daily work flow, operations and record maintenance activities, maintaining logs and indexes to provide monthly reports on the status of information; maintaining and updating Records Centre/Information Service Centre policies and procedures; compiling and reporting statistical data on centre operations; providing process and technology training and orientation to technicians; participating in the development of department classification systems and retention schedules; and liaising with other lead technicians and staff across departments in building best practices into the Records Centre/Information Service Centre operations. Work is performed with considerable independence and initiative and is reviewed by a higher level information management official through discussions, reports and observation of overall effectiveness.

ILLUSTRATIVE EXAMPLES OF WORK:

Supervises the operation and coordinates work flow activities within the Records Centre/Information Services Centre. Provides orientation, training and coaching to departmental employees and Records Centre/Information Services Centre staff.

Establishes and maintains a uniform, complete and accurate filing system and electronic indexes of records. Monitors the filing, retrieval, retention and/or disposal of government information and documents to ensure the adherence to proper records management policies and procedures.

Works with management in updating policies and procedures related to storage, security, management and disposition of records and updating work flow procedures.

Manages and monitors physical and electronic inventory by identifying and correcting discrepancies to ensure the availability, security and accuracy of data through data normalization, cleanup and reconciliation activities.

Migrates data and/or media by following approved procedures that address the elements of data accessibility and authenticity and disposes of records in accordance with information management and protection policy and procedures (i.e. retention schedules, privacy requirements, archival policies and disposal procedures).

Supports the management of the departmental information management budget by collecting transactional data and providing guidance related to procurement initiatives and decisions.

Sorts, classifies and codes material for integration into systems using an existing classification plan.

Audits Record Centre/Information Services Centre processes for quality assurance and follows-up with management when issues are identified.

Represents the department at records management meetings, seminars and training and maintains membership in outside associations and professional organizations.
Participates in development of a classification system, retention schedules and disposition plan for the department.

Liaises with The Rooms, Provincial Archives on general records management and archival issues, including the identification and transfer of archival records.

Liaises with information management managers and analysts in the maintenance and development of IM/IP policies and procedures.

Participates in processing requests for information under the Access to Information Protection of Privacy Act (ATIPP).

Adheres to legal requirements which affect the information of the Department including access to information by departmental staff. Ensures confidentiality and security is maintained at all times regarding sensitive data, correspondence, reports and information.

Performs other related duties as required.

**EXPERIENCE AND TRAINING:**

Thorough experience in the area of information technology and/or information management with completion of a two year post-secondary education with course work in business administration, information technology and/or records and information management; or considerable experience in the area of information technology and/or information management with a Bachelor’s Degree in business administration, information technology and/or records and information management.
Electronic Content Management Coordinator

DEFINITION OF WORK:

This is specialized technical, advisory, analytical and information management work focusing on the set up and management of a department’s Electronic Content Management System.

Work involves leading the implementation of electronic content management core configuration to accurately reflect the organization’s structure, function and records management policies including set-up, design, configuration and maintenance of the application/ the management of user profiles and permissions; the testing of enhancements and modifications; the creation and management of user and statistical reports; and the preparation and maintenance of system documentation. The position provides ongoing user support and advice to system functionality queries and troubleshooting issues as well as system training to department users and works with management to establish appropriate controls to facilitate reporting process and ensures data integrity and security. Work may involve the participation in quality management projects and committees as it relates to improving and enhancing records management within the department. Work is performed with considerable independence and initiative and is reviewed by an Information Management Analyst or Manager through discussions and overall effectiveness and efficiency of the electronic content management system within the department.

ILLUSTRATIVE EXAMPLES OF WORK:

Completes and maintains key configuration elements of the Electronic Content Management (ECM) system such as location, record types, classification plans, retention schedules, user groups and profiles, viewer options, global settings and other system options (Example: TRIM).

Develops and implements departmental metadata standards within the ECM system.

Coordinates the integration of systems when new applications are introduced.

Designs and administers security within the ECM system in regard to record types, security access levels and data access permissions for user accounts.

Gathers, maintains and reports monthly ECM usage statistics and audit logs for management evaluation, reporting and troubleshooting purposes.

Develops input forms and report templates to be utilized by system users.

Ensures all data, information and system details are imported successfully into ECM in order to ensure accuracy and quality assurance of the system.

Designs and tests changes to the ECM database, configurations and system operations following new requirement changes and software upgrades.

Implements ECM usage policy within the department to ensure consistency in practice.

Analyzes and evaluates both usage and audit reports of the ECM system in order to ensure efficiencies in work flow and to recommend future development requirements.

Creates and updates training manuals, quick reference guides, process documents and configuration materials specific to ECM functionality and processes.
Provides functionality and process training as well as ongoing support for departmental staff in the utilization of the ECM system.

May supervise the work of data entry, ECM support staff, IM Technicians or departmental administrative staff in keeping ECM updated.

Liaises with other provincial and federal ECM Coordinators, OCIO and management to stay up to date on system issues and enhancements and to ensure the integration of best practices into the system configuration and work flow design.

Interacts with system users to support, troubleshoot and provide advice on problems and questions.

Participates with analysts and management in coordinating and implementing the ECM system and maintaining and monitoring controls to ensure reliable service delivery.

Works with management to perform a risk assessment as it relates to information management and to establish appropriate systems and controls to facilitate reporting processes to ensure data integrity and security and to satisfy department information management requirements.

Works as a project team member on ECM projects and enhancements including the design of the ECM system.

Participates in processing requests for information under the Access to Information Protection of Privacy Act (ATIPP).

Adheres to legal requirements which affect the information of the Department including access to information by departmental staff. Ensures confidentiality and security is maintained at all times regarding sensitive data, correspondence, reports and information.

Performs other related duties as required.

EXPERIENCE AND TRAINING:

Considerable experience in the area of information technology and/or information management especially with electronic content management systems supplemented with a Bachelor’s Degree in business administration, information technology and/or records and information management.
Information Management Analyst

DEFINITION OF WORK:

This is professional advisory and analytical work focusing on the implementation of a departmental information management and information protection program.

Work involves functioning as an information management and information protection subject matter expert in the area of records and information management, specifically as it relates to the creation, maintenance, security, retention and disposal of records. The incumbent provides advice and decision-making support as it relates to various aspects of information management and protection within the Department. Position is also involved in research and analysis in developing, implementing and monitoring information management and protection policies, procedures and practices; designing materials and training to support project initiatives; conducting risk assessments; and liaising with staff, management and industry experts to ensure the integration of information management and protection best practices. Work is performed with considerable independence and initiative and is reviewed by a Senior Information Management Analyst, Manager or Director through discussions and overall effectiveness and efficiency of the information management and protection program.

ILLUSTRATIVE EXAMPLES OF WORK:

Provides advisory and consultative services to staff and management within the department on various aspects of records management, electronic documents management, inventory management, records deposition and information protection.

Plants, recommends, implements, monitors and ensures the appropriate usage of records classification plan and retention schedule within the department.

Develops, implements, updates, administers and monitors information management and protection policies and procedures within the department which ensure the creation, maintenance, integrity, retention, security and preservation of records.

Participates in planning, designing and coordinating the documentation, education, awareness and administration of information management and protection programs including developing informational, education or procedural documentation/manuals; planning and developing web content; organizing and delivering seminars, workshops and training sessions; and developing and delivering training for departmental staff.

Participates in planning and coordinating the selection, design, modification and maintenance of departmental information management systems (i.e. identifying and accessing departmental needs, defining requirements for new information management systems, designing and modifying the system to meet departmental needs, implementing new systems, conducting usage and quality assurance audits and providing operational and process support to departmental system users).

Conducts research and analysis and provides recommendations to management on information management and protection policies, procedures and processes, including development of draft policies.

Creates and provides support for highly confidential departmental management reports, discussion papers, process guides and other formal documentation in various information management and protection subject areas for management and executive review.

Liaises with staff and management throughout the department and with industry experts to ensure the integration of information management and protection best practices into office operations and work flow.
Liaises with information technology personnel in database design, system maintenance, report design and system enhancements.

May be responsible for supervising the department’s Record Centre/Information Service Centre staff and overseeing its operations in accordance with established policies, standards and best practices.

May be responsible for preparing and monitoring a budget within the department’s information management and protection program.

Performs risk assessments to address potential liabilities and identifying and prioritizing risks related to records and information. Develops audit and assessment reports on the department’s Records Centre/Information Service Centre and conducts statistical analysis on the usage, retention and disposition of records within the department.

Participates in processing requests for information under the Access to Information Protection of Privacy Act (ATIPP). Interprets and applies the ATIPPP to the department. Develops and maintains ATIPP policies and procedures as they apply to the Legislature.

Ensures confidentiality and security is maintained at all times regarding sensitive data, correspondence, reports and information.

Performs other related duties as required.

**EXPERIENCE AND TRAINING:**

Considerable experience in the area of information technology and/or information management especially with experience in planning, organizing, monitoring and controlling project activities supplemented with a Bachelor’s Degree with course work in business administration, information technology and/or records and information management.

09-02
Senior Information Management Analyst

DEFINITION OF WORK:

This is professional advanced advisory, analytical and supervisory work focusing on the implementation of a departmental information management and information protection program.

Work involves functioning as an information management and information protection advanced subject matter expert for the analysis, development, implementation, coordination and monitoring of information management and protection policies, procedures and practices. The incumbent leads and coordinates the development and implementation of new information management and protection policies, procedures and/or systems; develops standards for departments; provides strategic recommendations to management in the area of information management and protection advancements; conducts specialized research; develops, implements and monitors information management and protection policies, procedures and practices; conducts risk assessments; creates various confidential reports and papers for management, executive and Cabinet review; and establishes committees of working groups in matters relating to the department’s information management and protection program. Work is performed with considerable independence and initiative and is reviewed by an Information Management Manager or Director through discussions and overall effectiveness and efficiency of the information management and protection program.

ILLUSTRATIVE EXAMPLES OF WORK:

Initiates, leads and coordinates the development and implementation of information management and protection policies and procedures within the department to ensure the creation, maintenance, security, retention, integrity and preservation of records.

Leads the planning, designing and coordinating the documentation, education, awareness and administration of information management and protection programs including developing informational, education or procedural documentation/manuals; planning and developing web content; organizing and delivering seminars, workshops and training sessions; and developing and delivering training for departmental staff.

Coordinates and leads the selection, design, modification and maintenance of departmental information management systems (i.e. identifying and accessing departmental needs, defining requirements for new information management systems, designing and modifying the system to meet departmental needs, implementing new systems, conducting usage and quality assurance audits and providing operational and process support to departmental system users).

Analyses, interprets and monitors advancements in the area of information management and protection and provides strategic recommendations to management for issues associated with or impacting departmental processes, systems or the Record Centre/Information Service Centre.

Prepares Cabinet papers, briefing notes, management reports, discussion papers and other formal and highly confidential documents for consideration by management, senior government officials and Cabinet.

Liaises with information technology staff in database design, system maintenance, report design and system enhancements.

Represents the department on various information management and protection related committees and government initiatives; liaises with management, senior government officials, senior industry leaders and various federal and provincial government departments and agencies; and participates in joint studies, reports and position papers with federal and provincial government departments and agencies.
Provides supervision, direction, guidance and/or coaching to other Analysts and information management staff within the department.

Establishes committees or working groups as required to obtain input on the development and evaluation of classification systems, record retention, disposal schedules and other information management processes.

May be responsible for preparing and monitoring a budget within the department’s information management and protection program.

Performs risk assessments to address potential liabilities and identifying and prioritizing risks related to records and information. Develops audit and assessment reports on the department’s Records Centre/Information Service Centre and conducts statistical analysis on the usage, retention and disposition of records within the department.

Participates in processing requests for information under the Access to Information Protection of Privacy Act (ATIPP). Develops a specific expertise on the ATIPP legislation, its regulations and existing policies and communicates this expertise to the department. Develops, maintains and monitors ATIPP policies and procedures as they apply to the Legislature. May function as a departmental ATIPP Coordinator.

Conducts privacy impact assessments and privacy capacity checks to ensure compliance with the ATIPP Act for all divisions within the department, in collaboration with the Office of the ATIPP Coordinator. Monitors all issues identified in the privacy impact assessments and privacy capacity checks and modifies accompanying policy documents in consultation with stakeholders.

Maintains a network of contacts across government departments, provincial bodies in NL and with other jurisdictions across Canada and internationally.

Ensures confidentiality and security is maintained at all times regarding sensitive data, correspondence, reports and information.

Performs other related duties as required.

**EXPERIENCE AND TRAINING:**

Thorough experience in the area of information technology and/or information management with supervisory experience, as well as, experience in project management including planning, organizing, monitoring, auditing and controlling project activities; supplemented with a Master’s Degree with course work in business administration, information technology and records and information management.
Appendix H – Sample IM Position Descriptions for New Non-Management Specifications

The following position descriptions are listed in this section below:

1. Records and Information Management Assistant
2. Information Management Technician
3. Senior Information Management Technician
4. Electronic Content Management Coordinator
5. Information Management Analyst
6. Senior Information Management Analyst
Records and Information Management Assistant

Job Summary

The Records and Information Management (IM) Assistant role is an entry level IM position. The Records and IM Assistant will provide technical, IM and administrative support for records and information management initiatives within the department as well as maintain the records management operations in accordance with Government of Newfoundland and Labrador established IM and information protection (IP) policies and procedures.

The Records and IM Assistant will report to the Senior IM Technician, IM Analyst or IM Manager.

Duties / Responsibilities

- Process incoming information and documents using appropriate technology and equipment.
- Open, code and distribute departmental correspondence.
- Respond to general departmental requests by searching, locating, retrieving, compiling and delivering records or media files through established procedures and delivery systems in a timely manner while demonstrating effective customer service skills.
- Perform records center operations, such as database searches, reprographic activities (e.g. imaging, digitizing, microfilming) and other clerical tasks, in accordance with established departmental IM procedures and in support of departmental IM initiatives.
- Participate in ensuring the accurate application of departmental filing and classification standards, retention schedules and disposal procedures.
- Participates in the revision and maintenance of Records Center/ Information Services Center (ISC) policies and procedures relating to storage, security and management of records by informing senior colleagues of issues and processes that have an impact on daily operations.
- Transfer all dormant or inactive records to the department’s Information Services Centre (ISC) / Records Centre.
- Monitor the physical condition of records to determine the need for preservation or conservation.
- Processes outgoing info for secure disposal.
- Participates in processing requests for information under the Access to Information Protection of Privacy Act (ATIPP).
- Adheres to legal requirements which affect the information of the Department including access to information by departmental staff.
- Ensures confidentiality and security is maintained at all times regarding sensitive data, correspondence, reports and information.
- Collect and provide information as requested to support records compliance audits.
- Inform management of issues that have an impact on the department’s IM and IP processes.

Skills and Competencies

- Demonstrates good customer service skills.
- Good oral and written communication skills.
- Communicate results and findings effectively.
- Ability to work in teams and independently.
- Ability to organize and prioritize work.
- Attention to detail.
- Application, implementation and use of IM rules, tools and resources as it relates to departmental filing and classification standards, retention schedules and disposal procedures.
- Ability to operate office equipment such as computers, printers, scanners and other reprographic equipment.
- Ability to locate and disseminate records in accordance with departmental IM policies.
- Knowledge of software applications for general word processing and spreadsheets.
- Knowledge of data input techniques.
• Recognize conflicting data prior to data entry.
• Current knowledge of IM and IP policies, procedures, practices and legislation within Government of Newfoundland and Labrador and experience working with IM systems.

Qualifications

• Completion of a minimum of one year post-secondary education, with course work in business administration, information technology and/or records and information management with a minimum of one year of work experience in the area of IT and/or records and information management.
• Knowledge in the use of computers for database maintenance, spreadsheets and word processing.
• Knowledge of records and information management practices.

ARMA Equivalent Competency Level: 1
Information Management Technician

Job Summary

The Information Management (IM) Technician participates in the operation and maintenance of the Records Centre / Information Service Centre (ISC) providing advanced technical, IM and administrative support for a departmental records and information management program. In accordance with the Government of Newfoundland and Labrador established IM and information protection (IP) policies and procedures, the IM Technician processes incoming information for system integration, storage and/or distribution; gathers and compiles requested and specialized information in various formats for users; maintains and gathers statistical data on Records Centre / ISC operations; participates in the maintenance of Records Centre / ISC policies and procedures; and provides process and technology training and orientation as required. The IM Technician may also provide work flow coordination, guidance and/or supervision to Record Technicians and other subordinate staff in accordance with the departmental IM program and oversee the operations of Records Centre / ISC equipment.

The IM Technician will report to and have direct supervision from the Senior IM Technician, IM Analyst or IM Manager.

Duties / Responsibilities

- Informs management of issues that have an impact on IM program operations and compliance with Government’s IM legislation.
- Participates in maintaining policies and procedures relating to storage, security, management and disposition of records.
- Sorts, classifies and codes material for integration into systems using an existing classification plan.
- Responds to specific departmental advanced requests by searching, locating, retrieving, compiling and delivering information or media files through established procedures and delivery systems, using appropriate reference and research tools.
- Maintains and gathers statistical data for Records Centre / ISC operational reporting purposes to support management requests and projects.
- Controls physical and electronic inventory by identifying and correcting discrepancies to ensure the availability, security and accuracy of data through data normalization, cleanup, and reconciliation activities.
- Performs physical file maintenance tasks including interfiling and applying tracking, bar codes or identifying labels to maintain the records and information repository integrity.
- Migrates data and/or media by following approved procedures that address the elements of data accessibility and authenticity and disposes of records in accordance with IM and IP policy and procedures (i.e. retention schedules, privacy requirements, archival policies, disposal procedures).
- Collects and provides transactional data (e.g. expenses, expenditures) as requested, related to procurement initiatives and decisions, to support the management of budget and expenditures.
- Oversees the operation of photocopiers, facsimile equipment, scanners, bar code readers and microfilm systems by ensuring training is provided as required, equipment is kept in good working order, and maintenance is scheduled when necessary.
- Responsible for the requisition of equipment and supplies for the Records Centre / ISC.
- Provides IM and IP knowledge and work flow guidance to subordinate staff on a daily basis, as needed, in accordance with departmental Record Centre / ISC policies and procedures.
- Provides new employee orientation as well as program, process and/or technology training to new Technicians and subordinate employees within the Records Centre / ISC.
- May provide document management and information protection guidance to staff within the department.
- Provides guidance and support in ensuring the accurate application of departmental filing and classification standards, retention schedules and disposal procedures.
- Participates in processing requests for information under the Access to Information Protection of Privacy Act (ATIPP).
- Adheres to legal requirements which affect the information of the Department including access to information by departmental staff.
- Ensures confidentiality and security is maintained at all times regarding sensitive data, correspondence, reports and information.

Skills and Competencies

- Demonstrates good customer service skills.
- Good oral and written communication skills.
- Ability to work in teams and independently.
- Ability to provide instruction and guidance.
- Attention to detail.
- Follow plan and use initiative as required.
- Confirm thoroughness of records and report findings.
- Manage time and multitask.
- Communicate the task sequence of records and information management processes effectively.
- Analyze and evaluate end user needs for information.
- Application, implementation and use of IM rules, tools, and resources.
- Ability to operate office equipment such as computers, printers, scanners, bar code readers and other reprographic equipment.
- Ability to locate and disseminate records in accordance with departmental IM policies.
- Ability to use systems to research, identify and compile records.
- Knowledge in the use of computers for database maintenance, spreadsheets and word processing.
- Knowledge in gathering basic statistical information.
- Current knowledge of IM and IP policies, procedures, practices and legislation within Government of Newfoundland and Labrador and experience working with IM systems.

Qualifications

- Completion of a minimum of two years of post-secondary education, with course work in business administration, information technology and/ or records and information management with a minimum of three years of considerable work experience in the area of information technology and/ or IM.
- Knowledge in the use of computers for database maintenance, spreadsheets and word processing.
- Knowledge and experience of IM practices.
- Knowledge and background experience within a specific department or program area may be required.
- Current knowledge of IM and IP policies, procedures, practices and legislation within Government of Newfoundland and Labrador and experience working with IM systems.
- Ability to lift up to 40lbs.
- Daily duties will require bending, stretching, and lifting.

ARMA Equivalent Competency Level: 1
Senior Information Management Technician

Job Summary

The Senior Information Management (IM) Technician provides advanced technical, IM and administrative support as well as supervisory and financial support responsibilities for a departmental records and information management program. The Senior IM Technician is responsible for providing supervision and guidance to subordinate staff and ensuring efficient operations of the Records Centre / Information Service Centre (ISC). This work includes the coordination of daily work flow, operations and record maintenance activities within the department’s Records Centre / ISC, in accordance with the Government of Newfoundland and Labrador established information management and information protection (IP) policies and procedures. The Lead IM Technician maintains logs and indexes to provide monthly reports on the status of information; maintains and updates Records Centre / ISC policies and procedures; compiles and reports statistical data on Records Centre / ISC operations; provides process and technology training and orientation to technicians; participates in the development of department classification systems and retention schedules; and liaises with other Lead IM Technicians and staff across departments in building best practices into the Records Centre / ISC operations.

The Senior IM Technician will report to and have direct supervision from an IM Analyst or IM Manager.

Duties / Responsibilities

- Coordinates work flow activities within the Records Centre / ISC, through:
  - Establishing and maintaining a uniform, complete and accurate filing system and electronic indexes of records.
  - Monitoring the filing, retrieval, retention and/or disposal of government information and documents to ensure the adherence to proper records management policies and procedures.
  - Works with management in updating policies and procedures related to storage, security, management and disposition of records and updating work flow procedures.
  - Managing physical and electronic inventory by identifying and correcting discrepancies to ensure the availability, security and accuracy of data.
  - Developing audit and assessment reports on the department’s Records Centre / ISC to be included in Departmental reviews.
  - Maintaining statistics on the usage and disposal of records and assist in gathering statistical data to support management and IM program-related requests.
  - Monitors and controls physical and electronic inventory by identifying and correcting discrepancies to ensure the availability, security and accuracy of data through data normalization, cleanup, and reconciliation activities.
  - Migrating data and/or media by following approved procedures that address the elements of data accessibility and authenticity and disposes of records in accordance with IM and IP policy and procedures (i.e. retention schedules, privacy requirements, archival policies and disposal procedures).

- Support the management of the departmental IM budget by collecting transactional data (e.g. expenses) and providing guidance related to procurement initiatives and decisions.

- Sorts, classifies and codes material for integration into systems using an existing classification plan.

- May respond to advanced and specific departmental management requests by searching, locating, retrieving, compiling and delivering records or media files through established procedures and delivery systems, in a timely manner.

- Audit Record Centre / ISC processes for quality assurance and follow-up with management when issues are identified.

- Provides orientation, training and coaching to departmental employees and Records Centre / ISC staff.

- Supervises subordinate staff within the Records Centre / ISC and provide guidance in record management practices and activities.
• Represents the department at records management meetings, seminars and training, and maintain membership in outside associations and professional organizations.
• Participates in development of a classification system, retention schedules, and disposition plan for the department.
• Liaises with The Rooms, Provincial Archives on general records management and archival issues, including the identification and transfer of archival records.
• Liaises with IM managers and analysts in the maintenance and development of IM/IP policies and procedures.
• Participates in processing requests for information under the Access to Information Protection of Privacy Act (ATIPP).
• Adheres to legal requirements which affect the information of the Department including access to information by departmental staff.
• Ensure confidentiality and security is maintained at all times regarding sensitive data, correspondence, reports and information.

Skills and Competencies

• Demonstrate excellent customer service skills.
• Demonstrate strong oral and written communication skills.
• Ability to work in teams and independently with a minimum level of supervision.
• Ability to provide instruction, guidance and supervision.
• Ability to organize and prioritize work.
• Knowledge of cost effective work methods.
• Develop cooperative working relationships.
• Manage time and multitask.
• Ability to evaluate quality assurance of records and report findings.
• Communicate the task sequence of record and information management processes effectively.
• Analyze and evaluate end user needs for information.
• Advanced knowledge and experience of IM practices.
• Basic statistical and auditing knowledge in the area of IM.
• Demonstrate ability to utilize technology effectively in support of a records and information management program.
• Application, implementation and use of IM rules, tools, and resources.
• Ability to operate office equipment such as computers, printers, scanners, bar code readers and other reprographic equipment.
• Ability to use systems to research, identify and compile records for statistical reports.
• Knowledge in the use of computers for database maintenance, spreadsheets and word processing.
• Knowledge of basic auditing processes in the area of IM.
• Current knowledge of IM and IP policies, procedures, practices and legislation within Government of Newfoundland and Labrador and experience working with IM systems.

Qualifications

• Completion of a minimum of two years of post-secondary education, with course work in business administration, information technology and/or records and information management with a minimum of five years of thorough work experience in the area of information technology and/ or RIM; or a Bachelors degree with a minimum of three years of considerable work experience.
• Knowledge in the use of computers for database maintenance, spreadsheets and word processing.
• Basic statistical and auditing knowledge in the area of records and IM.
• Advanced knowledge and experience of IM practices.
• Knowledge and background experience within a specific department or program area may be required.
• Current knowledge of IM and IP policies, procedures, practices and legislation within Government of Newfoundland and Labrador and experience working with IM systems.
ARMA Equivalent Competency Level: 2
Electronic Content Management Coordinator

Job Summary

Working closely with the OCIO, the Electronic Content Management (ECM) Coordinator (e.g. TRIM) provides specialized technical, advisory, analytical and information management (IM) work focusing on the set up and management of the department’s ECM system (e.g. TRIM system).

The ECM Coordinator leads the implementation of ECM core configuration to accurately reflect the organization’s structure, function and records management policies. This system work involves the set-up, design, configuration and maintenance of the application; the management of user profiles and permissions; the testing of enhancements and modifications; the creation and management of user and statistical reports; and the preparation and maintenance of system documentation. The ECM Coordinator provides ongoing user support and advice for system functionality queries and troubleshooting issues as well as system training to department users. The ECM Coordinator is responsible for working with management to establish appropriate controls to facilitate reporting process and to ensure date integrity and security. Work may involve the participation in quality improvement projects and committees as it relates to improving and enhancing records management within the department.

Work is performed with considerable independence and initiative and is reviewed by a superior through discussions and observation of the overall effectiveness and efficiency of the ECM system within the department. The ECM Coordinator reports to an IM Analyst or IM Manager.

Duties and Responsibilities

- Completes and maintains key configuration elements of the ECM system such as location, records types, classification plans, retention schedules, user groups and profiles, viewer options, global settings and other system options.
- Develops and implements departmental metadata standards within the ECM system.
- Coordinates the integration of systems when new applications are introduced.
- Designs and administers security within the ECM system in regards to record types, security access levels and data access permissions for user accounts.
- Gathers, maintains and reports monthly ECM usage statistics and audit logs for management evaluation, reporting and troubleshooting purposes.
- Develops input forms and report templates to be utilized by system users.
- Ensures all data, information, and system details are imported successfully into ECM in order to ensure accuracy and quality assurance of the system.
- Designs and tests changes to the ECM database, configurations and system operations following new requirement changes and software upgrades.
- Implements ECM usage policy within the department to ensure consistency in practice.
- Analyzes and evaluates both usage and audit reports of the ECM system in order to ensure efficiencies in work flow and to recommend future development requirements.
- Creates and updates training manuals, quick reference guides, process documents and configuration materials specific to ECM functionality and processes.
- Provides functionality and process training as well as ongoing support for departmental staff in the utilization of the ECM system.
- May supervise the work of data entry, ECM support staff, IM Technicians or departmental Administrative staff in keeping ECM updated.
- Liaises with other provincial and federal ECM Coordinators, OCIO and management to stay up to date on system issues and enhancements, and to ensure the integration of best practices into the system configuration and work flow design.
- Interacts with system users to support, troubleshoot and provide advice on problems and questions.
- Participates with analysts and management in coordinating and implementing the ECM system and maintaining and monitoring controls to ensure reliable service delivery.
- Works with management to perform a risk assessment as it relates to IM and to establish appropriate systems and controls to facilitate reporting processes, to ensure data integrity and
security and to satisfy department IM requirements.

- Works as a project team member on ECM projects and enhancements including the design of the ECM system.
- Ensures knowledge remains current by attending education programs and staying up to date on enhancements to the ECM system.
- Participates in processing requests for information under the Access to Information Protection and Privacy Act (ATIPP).
- Ensure confidentiality and security is maintained at all times regarding sensitive data, correspondence, reports and information.

**Skills and Competencies**

- Demonstrates strong oral and written communication skills.
- Demonstrates excellent interpersonal skills.
- Ability to provide instruction, guidance and supervision.
- Ability to work in teams and independently with a minimum level of supervision.
- Ability to organize tasks, coordinate team members and foster cooperative working relationships to effectively manage a program.
- Strong knowledge in the use of computers for database, spreadsheet, word processing and document management applications.
- Strong knowledge of best practices in the field of IM and IP.
- Basic statistical and auditing knowledge in the area of records management.
- Current knowledge of IM and IP policies, procedures, practices and legislation within Government of Newfoundland and Labrador and experience working with IM systems.

**Qualifications**

- Completion of a Bachelors Degree with course work in business administration, information technology, and records and information management with a minimum of three years of considerable work experience in the area of IT and/or records and information management.
- Knowledge and practical experience of IM and IP practices and principles.
- Technical knowledge of ECM System.
- Strong knowledge in the use of computers for database, spreadsheet, word processing and document management applications.
- Basic statistical and auditing knowledge in the area of records management.
- Knowledge and background experience within a specific department or program area may be required.
- Knowledge of government structure, operations and work flow processes, as well as government’s IM policies and requirements.
- Current knowledge of IM and IP policies, procedures, practices and legislation within Government of Newfoundland and Labrador and experience working with IM systems.
- Must have experience working with ECM systems.

**ARMA Equivalent Competency Level:** 2
Information Management Analyst

Job Summary

The Information Management (IM) Analyst is an advisory and analytical professional focusing on the implementation of a departmental IM and information protection (IP) program including policy and procedure development.

The IM Analyst is an IM and IP subject matter expert in the area of records and IM, specifically as it relates to the creation, maintenance, security, retention and disposal of records. IM Analysts provide advice and decision-making support as it relates to various aspects of IM and IP within the department. The IM Analyst is responsible for conducting research then analyzing, developing, implementing and monitoring IM and IP policies, procedures and practices within the department. Analysts are involved in the planning, recommending, implementing and monitoring of a classification system and retention schedule within the department; designing materials and training to support project initiatives; conducting risk assessments as it relates to the management and privacy of records; creating various confidential reports and papers for management review; developing process, policy or training guides for departmental use; and liaising with staff, management and industry experts to ensure the integration of IM and IP best practices. The IM Analyst may provide work flow and work quality direction and supervision to technicians and may be responsible for preparing and monitoring a budget within the department’s IM and IP program.

Work is performed with considerable independence and initiative and is reviewed by a Senior IM Analyst, IM Manager or IM Director through discussions and observation of the overall effectiveness and efficiency of the IM and IP program.

Duties / Responsibilities

• Provides advisory and consultative services to staff and management within the department on various aspects of records management, electronic documents management, inventory management, records deposition and IP. This may include: the theory and practice of records systems; the application of record management practices in the use of information systems; and the implication of existing and proposed legislation which involves the creation and retention of records by the organization and the public.
• Plans, recommends, implements, monitors and ensures the appropriate usage of records classification plan and retention schedule within the department.
• Develops, implements, updates, administers, and monitors IM and IP policies and procedures within the department which ensure the creation, maintenance, integrity, retention, security and preservation of records.
• Participates in planning, designing and coordinating the documentation, education, awareness and administration of IM and IP programs. This may include developing informational, educational or procedural documentation/manuals; planning and developing web content; organizing and delivering seminars, workshops and training sessions; and developing and delivering training for departmental staff.
• Participates in planning and coordinating the selection, design, modification and maintenance of departmental IM systems. This may include, but not limited to: identifying and accessing departmental needs, defining requirements for new IM systems, designing and modifying the system to meet departmental needs, implementing new systems, conducting usage and quality assurance audits, and providing operational and process support to departmental system users.
• Conducts research and analysis and provides recommendations to management on IM and IP policies, procedures and processes, including development of draft policies.
• Creates and provides support for highly confidential departmental management reports, discussion papers, process guides and other formal documentation in various IM and IP subject areas for management and executive review.
• Liaises with staff and management throughout the department and with industry experts to ensure the integration of IM and IP best practices into office operations and work flow.
• Liaises with Information Technology (IT) personnel in database design, system maintenance, report design and system enhancements.
• May be responsible for supervising the department’s Record Centre / Information Service Centre (ISC) staff and overseeing operations of the Records Centre / ISC in accordance with established policies, standards and best practices.
• May be responsible for preparing and monitoring a budget within the department's IM and IP program.
• Provides training and support to departmental staff regarding IM and IP processes, systems and protocols in compliance with policies and procedures.
• Performs a risk assessment to address potential liabilities and identifying and prioritizing risks relating to records and information.
• Develops audit and assessment reports on the department’s Records Centre / ISC and conducts statistical analysis on the usage, retention and disposition of records within the department.
• Participates in processing requests for information under the Access to Information Protection and Privacy Act (ATIPP).
• Interprets and applies the ATIPP to the department.
• Develops and maintains ATIPP policies and procedures as they apply to the Legislature.
• Participates in processing requests for information under ATIPP.
• Ensures confidentiality and security is maintained at all times regarding sensitive data, correspondence, reports and information.

Skills and Competencies
• Demonstrates strong oral and written communication skills.
• Demonstrates excellent interpersonal skills.
• Ability to provide instruction, guidance and supervision.
• Ability to work in teams and independently with a minimum level of supervision.
• Collaborate with colleagues and stakeholders to meet business needs.
• Demonstrates good project management skills and attention to detail.
• Ability to perceive and analyze processes and procedures, analyze alternatives for potential benefits and risks, recommend and implement decisions and solutions.
• Apply theory and knowledge to practices
• Ability to plan, organize, monitor and control project activities.
• Demonstrates strong research and analytical techniques within the field of IM and IP.
• Strong knowledge of best practices in the field of IM and IP.
• Good knowledge of statistical and auditing practices in the field of IM and IP.
• Strong knowledge in the use of computers for database, spreadsheet, word processing and document management applications.
• Knowledge of IM technology applications relevant to records systems.
• Current knowledge of IM and IP policies, procedures, practices and legislation within Government of Newfoundland and Labrador and experience working with IM systems.

Qualifications
• Completion of a Bachelors Degree with course work in business administration, information technology, and records and information management with a minimum of three years of considerable work experience in the area of IT and/ or records and information management.
• Experience in planning, organizing, monitoring and controlling project activities.
• Strong knowledge in the use of computers for database, spreadsheet, word processing and document management applications.
• Proven experience in researching, analyzing and implementing IM and IP activities.
• Strong statistical and auditing knowledge in the field of IM and IP.
• Experience in policy development.
• Experience in providing instruction, guidance and/or supervision to IM staff.
• Knowledge and background experience within a specific departmental or program area may be required.
• Current knowledge of IM and IP policies, procedures, practices and legislation within Government of Newfoundland and Labrador and experience working with IM systems.

ARMA Equivalent Competency Level: 2-3
Senior Information Management Analyst

Job Summary

The Senior Information Management (IM) Analyst is an advanced advisory and analytical professional focusing on the implementation of a departmental IM and information protection (IP) program including the maintenance and development of policies and procedures.

The Senior IM Analyst is an advanced subject matter expert for the analysis, development, implementation, coordination and monitoring of IM and IP policies, procedures and practices. The Senior IM Analyst provides project leadership on various IM and IP initiatives impacting the department. Work involves leading and coordinating the development and implementation of new IM and IP policies, procedures and/or systems; developing standards for departments; providing strategic recommendations to management in the area of IM and IP advancements; conducting specialized research then analyzing and providing IM and IP policy recommendations to management; developing, implementing and monitoring IM and IP policies, procedures and practices within the department as approved by management; conducting risk assessments as it relates to the management and privacy of records; creating various confidential reports and papers for management, executive and Cabinet review; developing process, policy or training guides for departmental use; and establishing committees of working groups on matters relating to the department’s IM and IP program. The work performed involves considerable liaison with management, senior government and industry officials, and in some cases, various federal and provincial government departments and agencies.

The Senior IM Analyst provides supervision to Analysts and possibly Technicians working within the department’s IM and IP program.

Work is performed with considerable independence and initiative and is reviewed by an IM Manager or IM Director through discussion and observation of the overall effectiveness and efficiency of the IM and IP program.

Duties and Responsibilities

- Provides advanced subject matter expertise and advisory services to management and executive on IM and IP related legislation, policy, procedures, systems and standards.
- Initiates, leads and coordinates the development and implementation of IM and IP policies and procedures within the department to ensure the creation, maintenance, security, retention, integrity and preservation of records.
- Leads the program of research and analysis within the department.
- Plans, designs, coordinates and leads the education, implementation and administration of IM and IP programs. This may include the development of informational, educational or procedural documentation/manuals; the organization and delivery of seminars, workshops or training sessions; and/or the modification and maintenance of systems, including, but not limited to: identifying and assessing departmental needs, designing and modifying the system to meet departmental needs, providing operational support to departmental users, and developing and delivering training for departmental staff.
- Participates in planning, designing and coordinating the documentation, education, awareness and administration of IM and IP programs. This may include developing informational, educational or procedural documentation/manuals; planning and developing web content; organizing and delivering seminars, workshops and training sessions; and developing and delivering training for departmental staff.
- Coordinates and leads the selection, design, modification and maintenance of departmental IM systems. This may include, but is not limited to: identifying and accessing departmental needs, defining requirements for new IM systems, designing and modifying the system to meet departmental needs, implementing new systems, conducting usage and quality assurance audits, and providing operational and process support to departmental system users.
- Analyzes, interprets and monitors advancements in the area of IM and IP and provides strategic recommendations to management for issues associated with or impacting departmental processes, systems or the Record Centre / Information Service Centre (ISC).
• Prepares Cabinet papers, briefing notes, management reports, discussion papers and other formal and highly confidential documents for consideration by management, senior government officials and Cabinet.

• Liaises with IT personnel in database design, system maintenance, report design and system enhancements.

• Represents the department on various IM and IP related committees and government initiatives; liaises with management, senior government officials, senior industry leaders and various federal and provincial government departments and agencies; and participates in joint studies, reports and position papers with federal and provincial government departments and agencies.

• Provides supervision, direction, guidance and/or coaching to other Analysts and IM staff within the department.

• Establishes committees or working groups as required to obtain input on the development and evaluation of classification systems, record retention, disposal schedules and other IM processes.

• May be responsible for preparing and monitoring a budget within the department’s IM and IP program.

• Performs a risk assessment to address potential liabilities and identifying and prioritizing risks relating to records.

• Develops audit and assessment reports on the department’s Records Centre / ISC and conducts statistical analysis on the usage, retention and disposition of records within the department.

• May be a departmental ATIPP Coordinator.

• Participates in processing requests for information under the ATIPP.

• Develops a specific expertise on the ATIPP legislation, its regulations and existing policies and communicates this expertise to the department.

• Develops, maintains and monitors ATIPP policies and procedures as they apply to the Legislature.

• In collaboration with the Office of the ATIPP Coordinator, conducts privacy impact assessments (PIA) and privacy capacity checks to ensure compliance with the ATIPP Act for all divisions within the department.

• Monitors all issues identified in the PIAs and Privacy Capacity checks and modifies accompanying policy documents (Manual) in consultation with stakeholders.

• Ensures confidentiality and security is maintained at all times regarding sensitive data, correspondence, reports and information.

Skills and Competencies

• Demonstrates strong project management skills and attention to detail.

• Demonstrates strong oral and written communication skills.

• Demonstrates excellent interpersonal skills with the ability to work effectively with all levels of personnel across various departments as well as external stakeholders.

• Ability to perceive and analyze processes and procedures, analyze alternatives for potential benefits and risks, and recommend and implement decisions and solutions.

• Expert knowledge of best practices in the field of IM and IP.

• Ability to advise, coach and educate managers and users on the role of IM in service delivery and departmental accountability.

• Demonstrates strong research and analytical techniques within the field of IM and IP.

• Strong knowledge in the use of computers for database, spreadsheet, word processing and document management applications.

• Demonstrates ability to utilize technology effectively in support of a records and information management program.

• Strong statistical and auditing knowledge in the field of IM and IP.

• Strong knowledge of monitoring processes and techniques for records and information management.

• Strong knowledge of IM technology applications relevant to records and information systems.

• Current knowledge of IM and IP policies, procedures, practices and legislation within Government of Newfoundland and Labrador and experience working with IM systems.
Qualifications

- Completion of a Masters degree with course work in business administration, information technology, and records and information management with a minimum of five years of thorough work experience in the area of IT and/or records and information management.
- Knowledge and experience working with IM and IP practices and systems.
- Strong knowledge in the use of computers for database, spreadsheet, word processing and document management applications.
- Strong statistical and auditing knowledge in the field of IM and IP.
- Experience in policy analysis and development.
- At least two years of proven project management experience in planning, organizing, monitoring, auditing and controlling project activities.
- Experience in conducting risk assessments.
- Proven experience in researching, analyzing, and implementing IM and IP project activities.
- Experience in providing instruction, guidance and/or supervision to IM staff.
- Knowledge and background experience within a specific departmental or program area may be required.
- Current knowledge of IM and IP policies, procedures, practices and legislation within Government of Newfoundland and Labrador and experience working with IM systems.

ARMA Equivalent Competency Level: 3
Appendix I – IM Management Position Description Templates

PROVINCE OF NEWFOUNDLAND AND LABRADOR
POSITION DESCRIPTION

POSITION: Information Management Manager

INCUMBENT:

DEPARTMENT:

DIVISION:

LOCATION:

DATE:

GENERAL ACCOUNTABILITY

Under the general direction of the Information Management (IM) Director, the Information Management (IM) Manager is accountable for the planning, implementation, monitoring and reviewing of a department-wide IM program. This includes developing and recommending IM policies, standards and procedures throughout the department; providing superior quality IM services to enable the department to better serve its clients and acting as the Access to Information and Protection of Privacy Coordinator (ATIPP) for the department. This is achieved primarily by the introduction of new initiatives, management processes, appropriate policies and procedures and technology solutions all in consultation with the Office of the Chief Information Officer (OCIO). The position is also responsible for developing and delivering IM training for employees within the department, in collaboration with Government’s Centre for Learning and Development (CLD).

STRUCTURE

This position is one of <identify specific number of IM positions in department> reporting to the Information Management Director within the <department name>. The other positions include: <list all other department IM positions>.

There are <specify number> subordinate positions reporting to this manager which include: <list IM positions>. The manager develops the organizational structure and staffing for the delivery of records services to the department.

The Manager has authority and control over work executed by the specified IM employees within the department and provides guidance, training and IM advice to staff on an ongoing basis, both leading up to and following the implementation of new initiatives. The incumbent will assist the department’s IM Director where necessary.
NATURE AND SCOPE

Environment

<Enter department specific information.>

Functions

Strategy and Planning

- Plans, implements, monitors and reviews an on-going Department-wide IM program, including developing and recommending IM policies, standards and procedures to achieve program objectives.
- Develops long term (five years) and short term (one year) IM strategic plans for each Division.
- Manages a records and information management framework for the OCIO, taking into consideration the maximum use of technology as an enabler of efficiency and IM.

Management, Implementation and Involvement in IM Projects

- Manages database administration for systems that are developed to improve IM practices.
- Works in cooperation with OCIO in order to implement emerging technology and solutions in support of IM as well as to secure methods of managing and transferring electronic information within the IT architecture and standards of the OCIO.

Administration and Budgeting

- Determines tasks to be performed within each functional area and relates tasks to established departmental IM goals and objectives.
- Ensures that requirements for adequate facilities and equipment are identified, forecasted, and presented to the Director or ADM.
- Determines that the IM Division is providing an appropriate level of service to clients.
- Responsible for managing the IM operating budget and participates in preparation of the annual IM budget with the Director of IM.

Recruitment, Training and Supervision

- Manages IM personnel, including professional development, training, coaching performance review, and daily supervision.
- Builds and promotes total quality management principles.
- Works with HR and the PSC in recruitment activities for IM positions.

Information Protection

- Remains informed of legislation that will impact areas of responsibility and ensures that IM staff are aware of amendments and updates to relevant legislation; prepares amendments to policy and/or procedure to ensure compliance with law; prepares and implements changes to procedure upon approval by IM Director, ADM or appropriate Executive or IM Committee.
- Coordinates and participates in processing requests for information under the Access to Information Protection of Privacy Act (ATIPP).

<Identify department specific functions>

Major Challenges

The greatest challenge of the position is the effective development and management of an IM program for the department. This is complex professional work involving a thorough understanding of the operations, business functions and information management requirements of the department as well as a thorough
understanding of the department's IM mandate to lead in the development and implementation of professional IM practices and standards.

The position exercises considerable managerial and interpersonal skills in supervising and training staff; interacting with department officials; developing training for government employees at all levels; representing the department in numerous forums both inside and outside Government; monitoring the implementation of IM policies, standards and practices; and maximizing the use of technology to improve IM within the department. The position requires the incumbent to be constantly up-to-date on emerging IM technologies and industry standards and to assess and determine the appropriateness and applicability to the department's needs.

<Identify department specific challenges>

Controls on Freedom to Act

This position functions with a high degree of independence under the general direction of the IM Director. Sufficient authority is delegated to achieve established department IM program objectives, to accomplish defined organizational functions and to maintain established relationships. The Director and other Executives are consulted as needed.

Contacts

Internal

The Manager liaises with the Director, Executive team, Director of Strategic Human Resources unit, Communications Director, department IM Managers, the Public Service Secretariat, program and support staff throughout the <specific department>, the Office of the Chief Information Officer, The Rooms, Provincial Archives, and other Government IM managers and directors. The Manager also serves on various departmental and government-wide IM committees.

<Identify department specific contacts and committee representation.>

External

The Manager maintains memberships in professional organizations encompassing records and IM. The Manager liaises with IM professionals in other government jurisdictions, professional organizations and standards bodies, professional IM consultants, and vendors of IM products and technology.

<Identify department or industry external contacts.>

Additional Pertinent Information

1. Skills / Competencies

   ARMA Competency Level: 3

   Skills

   • Excellent listening, oral and written communication skills in order to effectively interact with individuals and senior leaders from across Government.
   • Ability to manage multiple goals and deadlines.
   • Organize, prioritize, analyze, and interpret information.
   • Effectively communicates organizational policies and practices to candidates.
   • Provides leadership.
   • Communicates change as an opportunity for innovation and growth.
   • Manages competing demands from multiple sources.
   • Delegate work and manage and instruct subordinates and/or contractors.
   • Foster cooperative working relationships.
• Leads by example to demonstrate respectful behavior for the workplace.
• Strong problem resolution, critical thinking and facilitation skills.
• Pursues learning and development opportunities.
• Financial management skills (e.g. budgetary requirements).

2. Knowledge / Experience

At least five years of progressive experience in providing a coordinating and advisory role within an IM program in government/business; knowledge of IM technology applications and systems; proven experience in planning, organizing and controlling project activities and supervision of teams; and proven experience in providing strategic direction.

3. Education

A Master’s degree in Library and Information Studies, or a Master’s degree in Business Administration with a specialty in records and information management. At a minimum, a Bachelor’s degree in the approved fields of study supplemented by appropriate courses in Information Management with equivalent work experience.

DIMENSIONS

Number of Staff in Department: <specify number>
Number of Directors: <specify number>
Total Departmental Budget: <specify amount>
Number of Legislation: <specify number>
Number of Branches: <specify number>
Number of Public Entities reporting to <blank> Minister:

<ENTER IM SPECIFIC DIMENSIONS>

Records Volume:
Active: <specify number>
Semi-active: <specify number>
 Archived: <specify number>
IRM Locations: <specify number>

SPECIFIC ACCOUNTABILITIES

1. Identify and establish goals and objectives to maintain compliance and promote efficiencies in the organization’s IM strategic plan.
2. Reviews work products to validate and ensure that outputs align with business plans and strategic objectives. Develops periodic reports on the progress of the IM program and foster effectiveness during organizational change.
3. Develops and implements appropriate IM policies and procedures for records classification, records retention, disposal schedules for <specific department>.
4. Collaborates with Managers from interfacing agencies (The Rooms, Provincial Archives, Provincial Records Center, etc.) to ensure that policies, procedures and operational changes within the <specific department> will benefit all interfaces.

5. Collaborates with departmental and/or OCIO Information Technology staff on the development, implementation and maintenance of an electronic records management program, ensuring the technological enhancements are as contemporary as possible.

6. Reviews staffing levels necessary for the operation of effective IM practices throughout the Department.

7. Develops and delivers training content and tools to department staff at all levels, focusing in areas such as the application, implementation and maintenance of IM practices and standards.

APPROVED BY:

INCUMBENT: DATE:

SUPERVISOR: DATE:

DEPUTY MINISTER: DATE:
PROVINCE OF NEWFOUNDLAND AND LABRADOR

POSITION DESCRIPTION

POSITION: Information Management Director

INCUMBENT:

DEPARTMENT:

DIVISION:

LOCATION:

DATE:

GENERAL ACCOUNTABILITY

Reporting to the Deputy Minister and the Executive Team, the Information Management (IM) Director is accountable for the planning, recommending, directing, controlling and monitoring of a department wide IM Program. This includes strategic planning and leading strategic initiatives for IM services and resources; the creation, implementation and monitoring of IM policies, standards and procedures throughout the department; administration and ensuring compliance with the Management of Information Act, the Access to Information and Protection of Privacy (ATIPP) Act and the Rooms Act; providing principal advisory and support services to ensure compliance with policies and standards; ensuring the effective management of human, fiscal and other resources assigned to the departmental IM program; the administration and monitoring of technology systems to support IM departmental functions in accordance with the Office of the Chief Information Officer (OCIO) policies and practices, including the administration and monitoring of the TRIM or electronic content management (ECM) system; and the liaison with the Executive Director of IM within the OCIO and other provincial government IM Directors.

STRUCTURE

This position is one of <identify specific number of IM positions in department> reporting to the Deputy Minister of <department name>. The other positions include: <list all other department IM positions>.

There are <specify number> subordinate positions reporting to this Director which include: <list IM positions>.

The Director provides strategic direction and oversight for the Department's Information Management Program and for ATIPP coordination. The incumbent is a corporate resource to assist the Deputy and Executive.

NATURE AND SCOPE

Environment

<Enter department specific information.>
Functions

Strategy and Planning

- Plans, recommends, directs, controls, and monitors an IM program which includes developing policies and standards for implementation.
- Contributes to the development of IM objectives, policies, initiatives and operational plans and provides advice and recommendations to the <ADM> on the overall strategic requirements for IP and security both within the <specific department> role and across government.
- Adapts change management principles to the department and provides oversight on the IM and information protection (IP) components of all aspects of the departments operations and services.

Management, Implementation and Involvement in IM Projects

- Collaborates with executive and equivalent colleagues from other branches and departments to establish and oversee an effective governance framework.
- Ensures effective enterprise risk management and supports the establishment of measurable controls.
- Consults with the Information Technology division on appropriate technology solutions for effective IM policies and procedures.
- Directs the work of IM project teams on conversion of information and assumes responsibility for quality control.
- Responsible for the communication and outreach strategy to achieve awareness and integration of the IM program within the department.

Administration and Budgeting

- Oversees the IM budget and reports regularly to the <Executive Director or ADMs> any projected variances or issues which require reallocation of funds, including all professional services, salaries, and operating funds; ensuring the budget is managed and expended according to the requirements of the Financial Administration Act and <enter department specific>.

Recruitment, Training and Supervision

- Prepares human resource plans for the IM branch/division.
- Provides lead direction to the Manager of IM in developing long term (five years) and short term (one year) IM strategic plans for IM and ensures that plans support the achievement of the Department’s overall business objectives.
- Directs the efficient and effective operation of the IM division through the provision of leadership, supervision, training, coaching and continuous development of staff within the department to fulfill responsibilities in a timely and professional manner.
- Empowers others through leadership to maximize the potential of the IM professionals and create a positive work environment.
- Supervises the work of subordinate professional and technical staff; plans, assigns and evaluates work; approves requests for leave; and performs staff recruitment and selection.
- Conducts meetings on a regular basis with IM staff to maintain effective communication.

Information Protection

- Ensures adherence to and advises <specific department> on legal requirements, including access to information for internal users and the general public, protection of individual privacy, protection of departmental and Cabinet confidentiality, and the disposition of information through either destruction or archives.
- Coordinates, participates and provides advice in processing requests for information under the Access to Information Protection of Privacy Act (ATIPP).
Major Challenges

The greatest challenge of the position is development, management and direction of an effective IM program for the department. This is complex professional work involving a thorough understanding of the operations, business functions and information management requirements of the department, and its mandate to lead in the development and implementation of professional IM practices and standards.

Government initiatives such as the new ATIPP legislation, red tape reduction requirements, records and information management directives, program review, and Citizens Representative present added demands on the Department for information, analysis and research on a timely basis. Accordingly, a strategic initiative for the Department is ensuring information and records used by the Department are accessible, properly classified, secure and well managed. As well, given the personal and sensitive nature of some of the data banks maintained in and outside the Department, adequate IM processes and procedures must be in place and followed to ensure privacy and security of information is critical.

Controls on Freedom to Act

This position functions with a high degree of independence under the general direction of the Assistant Deputy Minister or Deputy Minister. Sufficient authority is delegated to achieve established department IM program objectives, to accomplish defined organizational functions and to maintain established relationships. The Deputy Minister and other Executives are consulted as needed.

Contacts

Internal

The Director liaises with the Assistant Deputy Minister, Deputy Minister, Executive team, Director of Strategic Human Resources unit, Communications Director, all Branch Directors, Cabinet Secretariat, the Public Service Secretariat, the Office of Transparency and Accountability, Red Tape Reduction, the Office of the Chief Information Officer, The Rooms, Provincial Archives, and other government IM Directors. The Director also serves on varies departmental and government-wide IM and IP committees.

External

The Director maintains memberships in professional organizations encompassing records and information management and information protection. The Director liaises with IM professionals in other government jurisdictions, professional organizations and standards bodies, professional IM consultants, and vendors of IM products and technology.

Additional Pertinent Information

1. Skills / Competencies

   ARMA Competency Level: 4

   Skills:

   • Excellent listening, oral and written communication skills in order to effectively interact with individuals and senior leaders from across Government.
• Exercise good judgement by making sound and well-informed decisions.
• Apply innovative solutions to make organizational improvements.
• Ability to manage multiple goals and deadlines.
• Organize, prioritize, analyze, and interpret information.
• Provide leadership.
• Effectively communicate organizational policies and practices to candidates.
• Ensure information is shared to all relevant people promptly and efficiently.
• Communicate change as an opportunity for innovation and growth.
• Lead and manage a workspace that maximizes the talents of each person to achieve IM goals.
• Encourage new approaches and perspectives.
• Provide leadership.
• Knowledge of legal and regulatory requirements.
• Foster continuous learning.
• Analyze proposals and make recommendations.
• Identify, evaluate, and present risks associated with non-compliance.
• Develop and implement team-building principles and techniques.

2. Knowledge / Experience

Eight to ten years of progressive experience in managing and coordinating an IM program in government/business; knowledge of IM technology applications and systems; proven experience in planning, organizing and controlling project activities and supervision of teams; and proven experience in setting strategic direction.

3. Education

A Master's degree in Library and Information Studies, or a Master’s degree in Business Administration with a specialty in records and information management. At a minimum, a Bachelor's degree in the approve fields of study supplemented by appropriate courses in Information Management and equivalent work experience.

DIMENSIONS

Number of Staff in Department: <specify number>
Number of Directors: <specify number>
Total Departmental Budget: <specify amount>
Number of Legislation: <specify amount>
Number of Branches: <specify number>
Number of Public Entities reporting to <blank> Minister:

<ENTER IM SPECIFIC DIMENSIONS>

Records Volume:
Active: <specify number>
Semi-active: <specify number>
Archived: <specify number>
IRM Locations: <specify number>
SPECIFIC ACCOUNTABILITIES

1. Ensures that an effective Information Management Framework and Plan is in place for the Department of <blank>. This involves overseeing the development of the framework, consulting with senior level officials regarding the implementation of the framework and reporting to the executive on any issues.

2. Integrates Information Management into the Department’s Strategic Plan and Annual Report.

3. Supports opportunities for career development consistent with IM program objectives to improve the effectiveness of staff.

4. Collaborates across the department, in consultation with the Executive and other Directors, as required, to raise the profile of Information Management and to ensure that IM policies and procedures are consistently and effectively applied throughout the department.

5. Advises the department in planning and priorities, especially as related to the execution of legal requirements.

6. Fosters effectiveness during changes in tasks, work environment, or conditions affecting the department.

7. Continuously evaluates IM approaches to determine successfulness and make necessary adjustments and improvements with industry best practices.

APPROVED BY:

INCUMBENT: DATE:

SUPERVISOR: DATE:

DEPUTY MINISTER: DATE:
Appendix J – IM Post-Secondary Programs

1.0 Canadian Programs developed based on ARMA’s core competencies:

Located four (4) programs in Canada that are a joint offering of ARMA and a Canadian educational institution: SAIT, NAIT, University of Manitoba, and University of Toronto. A fifth, NBCC Records Management, is being developed in accordance with ARMA’s core competencies but to date no information is available online. I will follow-up with a program contact at NBCC to gather more information.

1.1 SAIT Polytechnic: Records and Information Management Certificate

(Jointly sponsored by ARMA Calgary chapter and SAIT)

http://www.sait.ca/pages/about/organization/departmentlistings/ict/att/

SAIT has a partnership agreement with ARMA, the Association of Records Managers and Administrators, Calgary Chapter to provide industry specific courses. This is an exciting opportunity for SAIT as it has created a Records and Information Management Certificate of Achievement through six courses offered on our campus.

The courses are intended for industry professionals upgrading their skills or for individuals looking to change or enhance their careers. You will need to complete all six courses for the certificate. ARMA Members will receive a discount off the price of each course; please call 403.210.5659 for more information.

COURSES:

MGMT 244 - Fundamentals of Records and Information: Management is the prerequisite course for all other courses in the program. Once this course is completed, the remaining courses may be taken in any order. Please contact SAIT directly regarding any questions about MGMT 244 pre-requisite.

MGMT 244 --- Fundamentals of Information and Records Management: This course provides learners with an introduction to the basic concepts, techniques, and tools utilized in the successful management of information resources. Fundamentals of Information and Records Management is a prerequisite for all other courses in the Information and Records Management Certificate program.

MGMT 246 --- Advanced Information and Records Management: The theory and concepts introduced in MGMT 244 are expanded and applied in Mgmt 246. Topics covered include legal research techniques, evaluating software, disaster recovery and vital records programs, developing policy and procedures, and other topics as necessary based on current issues in records and information management.

PHOT 243 --- Imaging Technologies For Document Management: This course focuses on imaging technologies for document management, including an in-depth investigation of international standards, indexing, quality control, media selection, Computer Output Microfilm (COM), Computer Output to Laser Disk (COLD) and electronic forms. Considerable time will be spent evaluating document-based systems.
as potential candidates for imaging, including conducting feasibility studies, work flow analysis, systems
design and planning for implementation.

MGMT 256 --- Managing Electronic Records and Information: This course examines types of electronic
records, media used to store them, and techniques for managing active and inactive electronic records on
both removable and non-removable media. Guidelines for the selection, handling and storage of
removable media as well as the principles and techniques required for the development of records
retention schedules for electronic records are considered. Topics addressed include "tagging" or indexing
electronic documents, managing e-signatures, migration strategies, characteristics of Electronic

MGMT 267 --- Practical Applications: This course focuses on the practical application of Information and
Records Management principles and procedures presented in the previous courses. Course content may
include on-site visits to records warehousing, imaging, outsourcing services, legal records oil & gas
records related companies. The course format will include an introductory session before each visit and a
written assignment related to each industry location. Program Change effective January 2005: MGMT 267

MGMT 251 --- Strategic Records Management: This course explores the application of strategic
management principles to the Information and Records Management field. The objective of the course is
to provide an effective tool to help you develop your professional status within your organization, and to
demonstrate to your organization the value of Information and Records Management in meeting corporate
strategic objectives.

Corporate training is offered. Web site information:

SAIT is exploring the feasibility of providing some focused training to members of the Business Analyst
(BA) profession. Today, there are a number of training providers offering various BA courses and
certificate programs in the Calgary area. SAIT needs to understand if there are BA learning needs which
are currently not being met, and, if so, the best method of delivering this instruction. To that end, we
would appreciate your input, thru this short questionnaire, as this would help us determine the best
approach to meeting your learning needs.

In addition SAIT offers a diploma program: Library Information Technology

Program Description: The Library Information Technology program offers library-specific skills, both
computer-based and traditional, that are required to organize and manage a modern information centre or
library. Students gain proficiency in every area of library operations from database searching, library
network technology, cataloguing and classification to public relations, web design and records
management.

Your Career: Graduates may find employment as a library technician/assistant, information specialist,
cybrarian, research assistant/analyst, and records management technician. This program also prepares
graduates for numerous career opportunities in the public and school libraries, as well as in the specialty
libraries of petroleum, law, medical, geological, social services, government, or in related organizations
such as records management, library wholesalers, software companies and bookstores.

1.2 NAIT (Northern Alberta Institute of Technology): eRecords and Information Management Certificate

(Jointly sponsored by ARMA Edmonton chapter and NAIT)

http://www.nait.ca/program_home_16903.htm

Overview

Information is a key asset of any organization. Companies need to manage their information assets in
order to grow and even survive in today's competitive markets. Issues such as the increased use of
electronic records, constant advances in technology and globalization of the market economy have
created significant challenges to the field of records and information management.
Information access and privacy policies are also key issues within any company. Information management professionals must not only be able to manage information throughout its life cycle, but also to identify and manage its role in the organization's ability to meet its strategic goals. Managing the flow of information from its creation, use and eventual disposition is crucial to the success of any organization and is the role of the information management professional.

Today's records and information managers possess a number of technical, management and organizational skills in addition to the more traditional records and information management skills. They must be able to understand and integrate today's information technology with past, present and future recordkeeping requirements. Further, they must be able to identify and analyze the impact of future business trends, strategic planning, and new business relationships have on current records and information management processes. This requires many skills, specific knowledge and management techniques to achieve successfully.

Today's companies live and die by the value of their intellectual capital. Those who manage this capital well will survive; those who do not, will not. The competitive advantage goes to the organizations that recognize the value of their information assets and recognize the need for trained records and information management professionals to manage those assets successfully.

Participants in this eRecords and Information Management Certificate program may include the following:

- Administrative assistants
- Records clerks
- Executive secretaries
- Office administrators
- Office managers
- Clerical staff
- Other administrative professionals

Program Model / Completion Requirements: Five core courses plus two elective courses make up the requirements for completing the certificate.

Program Outline

<table>
<thead>
<tr>
<th>Course ID</th>
<th>Name</th>
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</thead>
<tbody>
<tr>
<td>RIM101</td>
<td>Records &amp; Information Management Systems</td>
</tr>
<tr>
<td>RIM103</td>
<td>Managing Electronic Records Systems</td>
</tr>
<tr>
<td>RIM104</td>
<td>Legal Issues for Record Managers</td>
</tr>
<tr>
<td>RIM105</td>
<td>Information Systems Analysis &amp; Methodologies</td>
</tr>
<tr>
<td>RIM111</td>
<td>Advanced Functional Analysis</td>
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<tr>
<td>RIM106</td>
<td>Work Processes</td>
</tr>
<tr>
<td>RIM108</td>
<td>Archives for Records &amp; Information Managers</td>
</tr>
<tr>
<td>RIM110</td>
<td>Forms Management and Design</td>
</tr>
</tbody>
</table>
1.3 University of Manitoba: 3 programs (Winnipeg, MB)


The Association of Records Managers and Administrators (ARMA) and the University of Manitoba have worked with other leaders in the profession to develop Records and Information Management programs designed to meet the needs of records and information managers in a changing world.

The three programs in Records and Information Management have been designed to prepare you to meet these challenges at the basic, intermediate and advanced level.

1. Certificate in Applied Management
Specialization in Records and Information Management*

Are you looking to become a leader in the field? Is your organization recognizing records and information as a valuable asset? Reach beyond the fundamentals by using your Letter of Accomplishment to complete a new Certificate in Applied Management Specialization in Records and Information Management. This advanced training will combine more depth in management studies with your new understanding of the value and objectives of records and information management in organizations.

<table>
<thead>
<tr>
<th>Number</th>
<th>Name</th>
<th>Required/ Elective</th>
<th>Has Lab?</th>
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</thead>
<tbody>
<tr>
<td>23035</td>
<td>Essentials of Management</td>
<td>Required</td>
<td>No</td>
</tr>
<tr>
<td>27041</td>
<td>Management of Information Systems</td>
<td>Elective</td>
<td>No</td>
</tr>
<tr>
<td>24027</td>
<td>Managerial Communication</td>
<td>Elective</td>
<td>No</td>
</tr>
<tr>
<td>24011</td>
<td>Managing the Human Resource Function</td>
<td>Required</td>
<td>No</td>
</tr>
<tr>
<td>24003</td>
<td>Organizational Behaviour</td>
<td>Required</td>
<td>No</td>
</tr>
<tr>
<td>98147</td>
<td>Records and Information Management: The Records Continuum</td>
<td>Required</td>
<td>No</td>
</tr>
<tr>
<td>98148</td>
<td>Strategic Information Management</td>
<td>Required</td>
<td>No</td>
</tr>
<tr>
<td>27017</td>
<td>Using Accounting Information</td>
<td>Required</td>
<td>No</td>
</tr>
</tbody>
</table>

2. Letter of Accomplishment in Records and Information Management

The Association of Records Managers and Administrators (ARMA) and the University of Manitoba have worked with other leaders in the profession to develop a program designed to meet the specialized needs of records and information managers. New legislation, the explosion of electronic records, and changing business practices require more knowledge and skills. You need to understand essential management concepts and have a firm grasp of legal, financial, technological and archival issues related to best practice. The Letter of Accomplishment in Records and Information Management has been designed to prepare you to meet these challenges.

Please note that Records and Information Management: The Records Continuum is the pre-requisite for Strategic Information Management.
3. Fundamentals of Information Management

Fundamentals of Information Management uses a combination of on-line and in-class delivery to provide you with a basic understanding of records and information management concepts and practices. The content of the course is based on the “Life Cycle” concept of records from creation to either “crematiion”, the proper disposal of the records, or the permanent retention and preservation of historically important records.

1.4 University of Toronto: RM Certificates and Courses http://www.plc.fis.utoronto.ca/

The Professional Learning Centre (PLC) offers two certificate programs in Records Management in conjunction with the ARMA chapters in Toronto and Ottawa.

The Professional Learning Certificate in Records Management Fundamentals and the Professional Learning Certificate in Records Management Practice provide a solid foundation in the principles and practice of records management. Both programs are available as a five-day classroom-based course. The Fundamentals Certificate may also be taken as an 8-week web course.

1. Professional Learning Certificate in Records Management Fundamentals (Ottawa)

**Introduction to Records Management**

This course provides an overview of the practice of records management. Upon completion of this course, you will understand:

What RM is and its importance in managing records in any type of organization (government, private sector, not-for-profit)

The business objectives that organizations achieve upon implementing an RM program

How to conduct a Needs Analysis

The components of a comprehensive, formally established RM program

The history, current status, and future prospects for the RM profession

Opportunities for professional development and certification
Records Inventory

This course introduces the “record series”, examines the factors that must be addressed when planning a records inventory, and provides students with practice in inventorying records. Topics covered include:

- The objectives of a records inventory
- How the data collected during an inventory can be used to develop a records management program
- How to name and identify a record series
- How to plan a records inventory
- How to inventory a record series

Records Classification

This course examines the need for classification, identifies the various types of classification systems and their appropriate uses, and introduces the application of classification principles to the management of personal and shared computer directory structures. Topics include:

- Why classification is needed to effectively manage records
- The role of a record series in developing a classification system
- The different types of classification systems and their appropriate uses

Records Retention Scheduling

This course introduces the benefits of scheduling records retention periods, presents a recommended process for developing retention periods and addresses the importance of securing compliance with approved retention periods. Upon completion of the course, you will understand:

- The legal and business benefits of establishing a records retention schedule and compliance program
- The theory and practice of records retention decision-making, including the appraisal of record value(s)
- The process of developing and distributing approved retention schedules
- The importance of complying with a retention schedule and strategies for securing compliance

Storing and Protecting Records

The objectives of this course are to understand the various media options available for storing paper and electronic records and when to use them. In addition, the equipment, supplies, forms and procedures required to manage these records will be discussed. The importance of identifying and protecting vital records will be examined. Upon completion of the course, you will understand the following:

- The various media options, their longevity, and when to use them – microforms, CD-ROMs, DVDs, magnetic tape
- Options for storing active records and the forms and procedures needed to manage the storage of active records
- Options for storing inactive records and the forms and procedures needed to manage the storage of inactive records
Why organizations should identify and protect their vital records

The various options for protecting vital records against loss

The relationship between vital records and disaster recovery or contingency planning

2. Professional Learning Certificate in Records Management Practice (Ottawa)

**Law for Records Managers**

This course examines the aspects of Canadian law that affect the management of records and provides guidance in researching legislated records retention requirements in Canadian statutes and regulations. The course also identifies U.S. and international laws that may affect the record keeping practices of Canadian businesses. Topics covered include:

How the Canadian legal system works

How various types of legislation affect record keeping (e.g. evidence acts, privacy acts, freedom of information legislation)

How to research legislated records retention requirements and statute of limitation periods.

**Introduction to Managing Electronic Records**

This course examines the application of records management principles to electronic records and explains why it is important that they be managed well. Topics include:

RM problems and challenges in managing electronic records, particularly at the department or corporate/enterprise level

The business benefits and legal imperatives for managing electronic records

The infrastructure of laws, policies, standards and practices, systems and people within which electronic records must be managed

The advantages and challenges of different strategies for managing electronic records

The requirements for developing and operating an electronic records program

**Records Management Software**

As e-business and e-government initiatives impact the format of records and legislative requirements for privacy and reliable and authentic records become more stringent, organizations are recognizing the need to address records management issues in the electronic workplace. Records management software is becoming an integral part of an enterprises record keeping infrastructure, but how do you make the right choice in software?

This session will look at:

The features and functions of different types of software for managing electronic records

How to determine an organization’s requirements for RM software

The steps in the software selection process and the business and technical criteria for evaluating commercial off-the-shelf software.
**Document Management/Imaging Systems**

The explosion in the global use of electronic information accompanied by the changing legislative requirements, national and international standards and industry practices has imposed a need for good record keeping including the need to manage unstructured electronic records effectively. Good record-keeping practice demands that information be carefully managed to ensure that it remains authentic, complete and secure, yet accessible. In the past, most business was conducted on paper and maintained in paper files with the corresponding controls in place. Electronic records require similar controls, as well as an understanding of the source of various types of electronic information. Since electronic information can, by its very nature, be easily transmitted and modified, electronic records need to meet a high standard of control to ensure authenticity and integrity. Part of the strategy to ensure that control is the use of Electronic Document Management Systems (EDMS) to manage both paper and electronic documents. To better appreciate what an EDMS is and how it can have a positive impact on an organization, this course will cover:

The capabilities and advantages of document management systems including optical disk-based document imaging systems.

The major components of document management systems including electronic imaging systems and their functions.

The functionality of document management/imaging systems.

The value and reasons for conducting a systems requirements analysis and the information that should be collected during such analysis.

Understanding the differences between indexing and classification.

How to determine the economic and technical feasibility of an imaging system; and How to evaluate commercial off-the-shelf document management/imaging systems.

**Records Management in a Changing Environment**

Poor record-keeping practices in both the private and public sectors have recently raised the profile of both records managers and records management. At the same time legislation and regulations which allow for the admission of electronic records in court have opened the door for a rapid transition from paper-based to electronic record-keeping practices and the introduction of new technologies, which will influence the way records are created and retained. These changes will impact not only records management professionals but also records management programs and all employees who create, capture access and store records as part of their day-to-day activities. But are we ready? What do we need to do to prepare both ourselves and our organizations for this new records management environment?

This session will look at:

The trends which are impacting RM

The skills and competencies which will be required in the next few years

The impact of electronic records on the corporate culture and the need to prepare end users to be "records managers"

How to assess organizational readiness, identify issues and create solutions where gaps exist

The use of best practice and benchmarking
Other Programs at U of T Professional Learning Centre

1. Information Management

The Certificate in Information Management focuses on the integration of information resources throughout the organization. It is directed at individuals with responsibility for IM programs and policy development, for quality control, efficiency, and integrity of information. Appropriate students might be implementing an EDRMS or content management system, or acting as a liaison between technical and administrative staff. They are project managers, business analysts, and CIOs. The program is also directed at information professionals in traditional settings (records managers, library managers, archivists, web content managers) who need to integrate their information systems.

2. Managing Information Organizations (Enterprises)

A program that provides today's information managers with the practical skills they require to lead their organization. Learn how to draft a strategic plan and business plan; conduct an information audit to gain awareness of your organization’s information needs; put together and lead a major project; measure and evaluate your existing services and design new products and services; communicate effectively up and down the organizational ladder; and enhance your people-managing skills.

1.5 NBCC: NEW Records Management Diploma (Moncton, NB)

Information to follow.

Contact: Pat Burns (506) 453-7475, e-mail: Pat.Burns@gnb.ca

1.6 Dalhousie University: School of Information Management (SIM)

Five broad areas of concentration have been established to assist students wishing to focus their programs. These areas are as follows:

- Archives/ Records Management
- Information Organization
- Information Services
- Information Systems
- Organizational Management

MLIS Program

Two-Year Program

A full-time student generally attends the School during the Fall and Winter Terms (September to April) for two consecutive years. Most courses in the School run for a single term and are the equivalent of a "half-credit." Full-time involvement in the program means registering for a minimum of three half-credit courses offered by Dalhousie University in a single term. Sixteen half-credit courses are required for graduation.

Part-Time Program

The degree is to be completed within seven years. Each calendar year, a part-time student may take no more than five half-credit courses offered by Dalhousie University. In the first year a focus on required courses is beneficial and MGMT 5000 must be completed. Courses are selected in consultation with the Director or the MLIS Program Coordinator. Part-time students must register each fall at the normal time.

Master of Information Management (MIM) Program

The Master of Information Management (MIM) is a limited enrolment program for mid-career professionals with at least 5 years’ experience in the private, public or NGO sectors. It is a part-time program offered primarily by distance.
The MIM Program delivery is primarily by distance and is complemented by optional onsite intensives. Intensives are offered at the end of each course. Location (city) of intensives will vary depending on the geographic location of the majority of students in the course. Attendance at intensives is recommended and has a value of one credit hour.

2.0 Programs and courses listed on ARMA’s Provincial Chapter sites

In researching RIM programs in Canada I located five (5) other programs listed on ARMA Chapter web sites but not sponsored as a recognized ARMA program. These include: Mohawk College, George Brown College, Vancouver Community College, Saskatchewan Institute of Applied Science and Technology and Cambrian College.

2.1 Mohawk College: Records and Information Management Certificate (Hamilton, Ontario)

http://www.mohawkcollege.ca/Discover/CE/disted/librec/recmgt.html

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.

Admission: A pass standing in Grade 12 English at the general level (or equivalent).

Course Requirements: Students are required to take all six courses listed in the program of studies in order to graduate; all are available through distance education.

<table>
<thead>
<tr>
<th>Course Code</th>
<th>Course Title</th>
<th>Hours</th>
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<tbody>
<tr>
<td>OADMRM100</td>
<td>Records and Information Management Fundamentals</td>
<td>39</td>
</tr>
<tr>
<td>OADMRM101</td>
<td>Active Records Management</td>
<td>39</td>
</tr>
<tr>
<td>GRAPRM102</td>
<td>Document Management Technology</td>
<td>39</td>
</tr>
<tr>
<td>LIBRRM103</td>
<td>Archives</td>
<td>39</td>
</tr>
<tr>
<td>INFORM141</td>
<td>MS Office Professional:XP</td>
<td>45</td>
</tr>
<tr>
<td>COMMLL122</td>
<td>Research &amp; Reporting - LGS</td>
<td>39</td>
</tr>
</tbody>
</table>

2.2 George Brown College: Archival and Records Management Practices Certificate (Toronto, ON)

http://coned.georgebrown.ca/section/bmgt/apracert.html

This program provides introductory training in archival practices with a special emphasis on the basic skills required by archivists, records managers, librarians and other information managers who have been assigned responsibility for archival records. Class exercises, field trips and demonstrations provide practical information about archival principles and practices, preventive conservation, records management, archive automation and public service.

Admission: You must have completed Grade 12 English with a grade of C or better. If you do not have Grade 12 English, you must complete ENGL 1030 (Skills for College English) with a grade of C or better.
RECM 9001 Archives I

RECM 9003 Archives II

RECM 9013 Records Management I

RECM 9015 Records Management II

RECM 9004 Conservation and Preservation

COMP 9209 Microsoft Access I

2.3 Vancouver Community College: Certificate in Office Administration with Records Management specialization

http://www.vcc.bc.ca/programs-courses/details.cfm?div=2&area=CSOFFADMIN&prog=RECOMANA

There are three courses on records management topics which form part of the Certificate in Office Administration with Records Management specialization at Vancouver Community College:

Records Management 1 – Introduction to Records Management, September 2007
Records Management 2 – Advanced Topics in Records Management, January 2008
Records Management 3 – Specialized Functions in Records Management, April 2008

The introductory course operates in the fall semester, Level 2 in the winter session and Level 3 is offered in the spring. While many students take only the records management courses, other dedicated people complete all the courses required to their Office Administration Certificate with a specialization in Records Management from the College.

Levels 1, 2 and 3 taught by Andrew Geider and various members of the ARMA Vancouver Chapter providing guest lectures and tours.

2.4 Saskatchewan Institute of Applied Science and Technology (SIAST): Health Information Management Diploma (Wascana, Saskatchewan)


Program Information:

Health Information Management is a/an diploma program. It provides knowledge and skill development that encompasses biomedical sciences, information science and technology, the legal aspects of health information and the integration of clinical and financial information.

You will learn how to provide leadership and expertise in the following areas:

- Data collection and coding
- Data quality
- Record content and retention
- Record/systems management
- Patient access to health information
- Privacy, security and confidentiality
- Interpretation and analysis of health data
- Transition to the electronic health record

E-HIM (electronic health information management)

Graduates are eligible to write the Canadian Health Information Management Association's certification examination for certified membership as health information management professionals.
2.5 Cambrian College: Health Information Management Diploma (Sudbury, Ontario)

http://www.cambriciicollege.ca/_our_programs/Full-time_programs/showpage.cfm?cboPrograms=/fulltime/html/termprograms/200809himp.htm

Program Information: The two-year Health Information Management diploma program prepares graduates with specialized skills and knowledge in managing health information requested by health care facilities/organizations.

The emphasis of the program’s curriculum is to train students with a unique blend of theories and practices in health informatics, health analysis, medical coding, health information systems management, health ethics, health law, and research methodology. In the final semester of the program, students will gain practical experience in a clinical setting, where they will apply their knowledge in real work situations such as a health care facility/agency. This practical experience is an 8-week field placement scheduled in the months of May and June.

Upon successful completion of the program, students will have been trained to collect, analyze and present statistical data. They will be able to develop, implement and maintain health information systems, as well as provide essential information for clinical research and advise community health care professionals on health information.

Semester 1

BIO1107 - 003 - Anatomy & Physiology I View Course Description
CET1110 - 003 - Productivity Software View Course Description
ENG1551 - 001 - Writing Fundamentals: Ind. Study View Course Description
ENG1900 - 002 - Writing Skills for Human Services View Course Description
HIM1105 - 002 - Medical Terminology I View Course Description
HIM1110 - 003 - Health Records Management I View Course Description
HIM1115 - 003 - Intro to Research - Health Info View Course Description
MTH1113 - 004 - Pre Health Math I View Course Description

Semester 2

BIO1207 - 003 - Anatomy & Physiology II View Course Description
ENG1751 - 001 - Job Search Skills: Ind. Study View Course Description
ENG3200 - 002 - Effect Workplace Writing/Human Serv View Course Description
HIM1100 - 003 - Canadian Health Care View Course Description
HIM1200 - 004 - Health Records Management II View Course Description
HIM1205 - 003 - Medical Terminology II View Course Description
ISP3025 - 004 - Spreadsheet Management View Course Description
Semester 3

BIO2320 - 003 - Pathophysiology for Health Sci. I View Course Description
HIM2310 - 003 - Health Info Lab/Practicum II View Course Description
HIM2320 - 004 - Bio-Statistics I View Course Description
HIM2330 - 004 - Utilization Management View Course Description
PSY2700 - 003 - Client Comm. & Leadership Develop View Course Description
STY1211 - 004 - Applied Database Concepts View Course Description

Semester 4

BIO2420 - 003 - Pathophysiology for Health Sci. II View Course Description
HIM2420 - 004 - Bio-Statistics II View Course Description
CET1200 - 003 - Web Enabling Technologies View Course Description
GEN2405 - 002 - Global Warming Concepts View Course Description
HIM2400 - 003 - Health Records Man. III (Coding) View Course Description
HIM2410 - 004 - Bio-statistics & Epidemiology View Course Description
STY2400 - 003 - Introduction to SQL Database View Course Description

Semester 5

HIM2700 - 008 - Practicum View Course Description

3.0 Sample of US and International IM Programs of Study

3.1 Victoria University of Wellington, NZ

- Masters of IM
- Post Graduate Certificate in IM
- Post Graduate Diploma in IM
- Certificate of Proficiency in IM

3.2 UC Berkeley School of Information

Masters of IM

The Master of Information Management and Systems (MIMS) program is a 48 unit, two-year full time program, designed to train students in the skills needed to succeed as information professionals. Such professionals must be familiar with the theory and practice of storing, organizing, retrieving and analyzing information in a variety of settings in business, the public sector, and the academic world. Technical expertise alone is not sufficient for success; iSchool graduates will be expected to perform and manage a multiplicity of information related tasks. In order to function effectively they will need to:

- Understand how to organize information
• Analyze user information needs
• Be able to design or evaluate information systems that allow for efficient and effective user interaction
• Be able to provide and assure the quality and value of information to decision makers
• Understand the economic and social environment in which their organization functions
• Be familiar with relevant issues in law, economics, ethics, and management

Such a profession is inherently interdisciplinary, requiring aspects of computer science, cognitive science, psychology and sociology, economics, business, law, library/information studies, and communications.

3.3 Syracuse University, School of Information Studies

The School of Information Studies offers an undergraduate B.S. degree in information management and technology, a program that combines technical understanding of information systems with policy, management, and human-centered service issues. The flexible curriculum enables students to develop a key set of information management and technology concepts while pursuing a wide range of interests in liberal arts courses.

The School of Information Studies has been offering masters degrees through distance learning since 1993. The limited residency distance learning format offers a unique opportunity for those who live outside the Syracuse area or who have schedules that don't allow them to attend campus-based courses. Online courses are of the same academic rigor as on-campus courses. Members of the School of Information Studies faculty teach in both the online and on-campus formats. The distance programs have the same curriculum, academic calendar, faculty, and tuition as their respective campus program. Distance students receive the same degree as their campus counterparts. The only difference is the delivery mode.

Students in the distance learning programs come from across the United States and from several other countries. They range in age from their 20s through their 60s. Many are already working in the information field, but some are looking for a career change. The rich backgrounds of the students make each incoming class a dynamic group.

Academic Programs

All masters and certificates of advanced study programs within the School of Information Studies are offered in campus and online/distance learning formats. The distance learning format allows students with life commitments such as full time jobs, family responsibilities or intensive travel schedules to earn a graduate level degree or certificate. The distance learning format is of the same academic rigor, same curriculum and faculty as the on-campus format. Graduates of the School of Information Studies academic programs are conferred degrees or certificates from Syracuse University and are Middle States and, in some cases, American Library Association (ALA) accredited regardless of the format used to complete the coursework. The following programs are offered in a distant format:

Master of Science in Library and Information Science

Master of Science in Library and Information Science, School Media Specialization

Master of Science in Information Management

Master of Science in Telecommunications and Network Management

Certificate of Advanced Studies in Information Systems and Telecommunications Management

Certificate of Advanced Studies in Information Security Management

Certificate of Advanced Studies in School Media

Certificate of Advanced Studies in Digital Libraries
3.4 Emporia State University, School of Library and Information Management (SLIM)

The program is a rigorous 18-hour subset of the MLS degree program. It requires a 3.5 grade point average in a set of required and elective courses. The coursework requires knowledge of current business practice, extensive research using print and electronic business information resources, “repackaging” relevant information into print and electronic formats appropriate to internal and external organization customers, and effective oral and written business communication skills. The IMC experience culminates with a 120-hour practicum in the “real world” setting provided by a company or business-related public agency.

Courses

LI 807 - Foundations of Information and Knowledge Management (3 credit hours)
Introduction to organizational culture and terminology and to the role of information in society and in private enterprise. Also investigates information search patterns, diagnosis of information needs, and customization of information packages to meet individual and group needs in organizations. Provides an overview of the information transfer cycle, including creation, dissemination, organization, diffusion, utilization, and preservation.

LI 834 - Information Transfer in Information Centers (3 credit hours)
A review of information sources in all formats that are widely used by information centers. The transfer of the knowledge of organizational information into viable and successful information services is emphasized.

LI 841 - Advanced Retrieval and Repackaging (3 credit hours)
This course addresses the theoretical basis as well as provides opportunities for students to develop projects for the retrieval and repackaging of information in a wide variety of information agencies. Students are introduced to strategies for searching various electronically-accessible databases, Internet search engines, and directories. Prerequisite: LI 813.

LI 849 - Records and Information Management - required (2 credit hours)
Records management is the process of creating and maintaining the records - i.e., the corporate and cultural memory - of an organization. In this class, students learn about the field and the concepts and principles of records and information management. Students learn about creating and maintaining records in various physical formats, such as electronic formats, and about the life cycle of records, from creation through maintenance to final disposition. Students also learn about developing effective policies, systems, and practices regarding these records.

LI 871 - Information Management Practicum (3 credit hours)
This practicum provides students with supervised, advanced professional work experience in a library or information agency providing information services to a corporate clientele. This work experience is intended to build student competence in addressing real world issues related to information agencies and information management. Students enrolled will also take part in a seminar. Consent of instructor is required.

Electives: (choose two from the following)

LI 838 - Information Transfer and Government Resources (2 credit hours)
LI 844 - Database Design & Solutions for Libraries & Information Organizations (2 credit hours)
LI 846 - Networking for Libraries and Information Agencies (2 credit hours)
LI 852 - Information Brokering (2 credit hours)
Or pre-approved Current Issues courses in Information Architecture or Metadata.
Total hours for certificate: 18

Distance Education

Information Management Certificate

Program Contact: Dr. Lynne C. Chase (chaselyn@emporia.edu or 800-552-4770/620-341-5203)

Legal Information Management Certificate

The Graduate Certificate in Legal Information Management combines library and information management course work with law school course work taught by law professors, law librarians, and practicing attorneys. It is designed to train students to become effective law librarians or knowledge managers for law firms, courts, corporations, nonprofit agencies, international organizations, and law schools.

This certificate is designed for librarians and paralegals who want additional training and experience in legal research, legal information transfer, and the creation of digital legal information organization systems, including databases, intranets, and web pages.

Total credit hours required for certificate program: 15 credit hours

Program Contact: Dan Roland (droland@emporia.edu or 800-552-4770/620-341-5203)

Bachelor of Information Resource Studies

Program Contact: Dr. Ann O'Neill (aoneill@emporia.edu or 800-552-4770/620-341-5203)

Masters of Legal Information Management

Program Contact: Dan Roland (droland@emporia.edu or 800-552-4770/620-341-5203)
Appendix K – Draft IM Learning Opportunities Survey

Survey respondents are ensured that data privacy, confidentiality, and anonymity will be maintained and participation is voluntary. Disclosure of your name and role is optional but by providing that information, they consent to be contacted for participation in the survey.

<table>
<thead>
<tr>
<th>Name:</th>
<th>Role:</th>
</tr>
</thead>
</table>

The Office of the Chief Information Officer (OCIO) and the Center for Learning and Development (CLD) are working together on an IM learning and development strategy for government. We would like to get an understanding of the IM courses/programs that employees have completed and if they have found the course/program beneficial in furthering their IM skills and capabilities. This information will aid the CLD in future recommendations and learning development. Your feedback will assist us in developing learning and development opportunities.

If you have completed more than one IM course/program please fill out separate surveys.

**Name of Institution:**

**Course / program name:**

**Training method** (E.g. instructor, online, self-study):

1. Did you feel that the training meet your needs?  
   - Strongly Agree  
   - Neutral  
   - Strongly Disagree
   
   5 4 3 2 1

2. Based on the training method that you indicated please rate its overall effectiveness  
   - Most Effective  
   - Neutral  
   - Least Effective
   
   5 4 3 2 1

3. How would you rate the overall quality of your instructor(s)?  
   - Completely Satisfied  
   - Neutral  
   - Completely Dissatisfied
   
   5 4 3 2 1

Comments:

4. What skills did you develop from participating in the course/program? Please list.
5. Are there areas of the program/course that you feel need improvement(s)?
   □ Yes □ No
   If yes, what are these specific areas?

6. Please share your thoughts in regards to training methods, training materials/documentation, agenda/training layout, lecture time versus hands-on time, etc.

7. Would you recommend this course/program to other employees with a similar interest?
   □ Yes □ No

8. Would you be willing to speak to the CLD and/or the OCIO further about this course?
   □ Yes □ No

   If you have any questions/concerns please contact the Centre for Learning and Development.

   (Deloitte, 2009)
Appendix L – Sample Focus Group Session Material
Purpose of this session

To identify the IM competencies for IM professionals.
Definitions

- **Information management** (also known as records management) means a program of records and information management instituted to provide an economical and efficient system for the creation, maintenance, retrieval and disposal of government records.

- **Government record** means a record created by or received by a public body in the conduct of its affairs and includes a cabinet record, transitory record and an abandoned record.

  Source: OCIO, 2008

IMHR Background

- **Review Phase**
  - A horizontal review was conducted in 2007 to assess the current structure, capability and competencies of Information Management across government, and provide recommendations for advancement.

- **Planning Phase**
  - Planning was conducted to determine the scope of the review implementation, to identify project risks, and to develop the implementation project work plan & charter.

- **Implementation Phase**
  - To implement the recommendations of the review. The project activities have been organized into six phases.
New IM Classification Specifications

**IM Technician I**  GS –23
Entry level provide technical and administrative support

**IM Technician II**  GS –28
Provide technical and administrative support participating in the operation and maintenance of the Records Centre

**IM Technician III**  GS –32
Advanced technical and administrative support providing supervision and guidance to subordinate staff and ensuring efficient operations of the Records Centre

**ECM Coordinator**  GS –34
Specialized technical, advisory, analytical work involved in leading the implementation of ECM core configuration

**IM Analyst**  GS –38
Professional advisory and analytical work functioning as an IM and IP subject matter expert

**Senior IM Analyst**  GS –40
Professional advanced advisory, analytical and supervisory work functioning as an IM and IP advanced subject matter expert

**NOTE:** Position description template is available for management positions (i.e. Director and Manager). Consult with Shelley Smith.

Centre for Learning & Development

IMHR Background

**Current State of IM within GNL**
1. No obvious career path for IM
2. IM staff do not have role specific skills and training
3. Inconsistent classification of IM positions
4. No standard competency requirements for IM
5. Over 30 unique position descriptions

**Future State of IM within GNL**
1. Viable and up to date career path for IM
2. Learning and development plan for IM
3. Consistent classification of IM positions
4. Standard competency requirements for IM
5. Standard set of 6 non-management and 2 management position descriptions

Centre for Learning & Development
Timeline Interdependencies

Establish GNL standard IM positions descriptions & classifications
Establish IM Learning and Development Strategy
Professional IM workforce with viable career path
Clear recruitment strategy to strengthen & build IM structure & competencies

Vision of IM in GNL

Competency

A competency is a combination of experience, knowledge and understanding, skills and abilities that a person brings to a job.

Source: Conference Board of Canada
Competency Models

Source: Workitect, 2006

Contact Information

For additional information contact:

Debbie Curtis
Learning and Development Officer
Centre for Learning and Development
tele- 709-729-2954
fax- 709-729-4114
e-mail- debbiecurtis@gov.nl.ca
website- http://www.intranet.gov.nl.ca/learning
Appendix M – IM Competencies

Leadership and Management Development Strategy – IM Competencies
The following four IM competencies have been added to the Leadership and Management Development Strategy:

- Manages information in all formats, consistent with policies and legislation, in a secure and efficient manner.
- Practices established Government policies and procedures for the protection of information.
- Identifies areas of process and procedure compliance in information management and protection.
- Acts upon internal and external risks for information management and information protection.

(CLD, 2009)

Executive – Draft IM Competencies
Current IM competency for Executive:

- Manages information resources consistently with policies and legislation

Suggested IM Competencies for Executive:

- Champions the Information Management program to heighten awareness and position the function as a key business resource by establishing credibility, integrity and executive presence.
- Provides leadership and strategic direction to achieve successful operation of the Information Management program.
- Ensures that the Department adheres to the *Access to Information and Protection of Privacy Act*, the *Management of Information Act* and *The Rooms Act*.
Appendix N – Draft IM Competency Framework

The framework contains four technical competencies, which are specific behaviours and skills that are generally relevant to all Information Management (IM) positions irrespective of department/division/branch, work function and position.

The framework contains the following four competencies. These competencies have been adopted and modified from ARMA International and industry research as well as internal focus groups and interviews to address the competency needs within the Government of Newfoundland and Labrador.

• Information Management Practices: Knowledge and skills required to systematically manage information from creation or receipt through processing, distribution, organization, storage and retrieval and disposition.
• Risk Management: Knowledge and skills necessary to proactively mitigate and manage the potential for damage or loss of records and information.
• Information Protection (IP) Practices: Knowledge and skills required to manage the security, protection and integrity of information, as well as the associated risks.
• Information Technology: Knowledge and skills necessary to develop, maintain, and use information processing systems, software applications, supporting hardware and networks for the processing and distribution of data.
• Leadership and/or Management Competencies: [http://www.intranet.gov.nl.ca/learning/ldmcourses.asp]: The knowledge, skills, and abilities necessary to successful performance as a leader and manager regardless of your department.

Each competency has several behavioural indicators associated with it which describe what the competency looks like in practice. The indicators reflect the behaviours within the six newly classified IM positions. These include:

• IM Technician I;
• IM Technician II;
• IM Technician III;
• ECM Coordinator;
• IM Analyst; and
• Senior IM Analyst.

The behavioural indicators typically vary by position and level within the framework. The behaviours associated with a particular position are generally cumulative of the behaviours associated with the position in a previous level within the same job family.
The following table provides an overview of positions and the associated classification level.

<table>
<thead>
<tr>
<th>Level</th>
<th>IM Technician I</th>
<th>IM Technician II</th>
<th>IM Technician III</th>
<th>ECM Coordinator</th>
<th>IM Analyst</th>
<th>Senior IM Analyst</th>
</tr>
</thead>
<tbody>
<tr>
<td>Overview</td>
<td>Provides technical, IM and administrative support</td>
<td>Provides advanced technical, IM and administrative support. Provides work flow coordination, guidance and/or direction</td>
<td>Provides advanced technical, IM and administrative support. Provides supervision and guidance to employees</td>
<td>Provides technical, advisory, analytical and IM work</td>
<td>Advisory and analytical professional</td>
<td>Advanced advisory and analytical professional</td>
</tr>
<tr>
<td>Classification Level</td>
<td>GS-23</td>
<td>GS-28</td>
<td>GS-32</td>
<td>GS-34</td>
<td>GS-38</td>
<td>GS-40</td>
</tr>
</tbody>
</table>

The following IM Technical Competency Profile diagram provides an overview of the competencies that are described in the framework to follow.

1: IM Practices
- IM Policy Development and Application
- IM Operational Processes
- Organize, Analyze and Evaluate Data and/or Processes
- Manage IM Resource Tools
- Knowledge Transfer

2: Risk Management
- Disaster Recovery
- Maintain, Protect and Preserve Information
- Risk Assessment / Audit

3: IP Practices
- Security Procedures
- Policy Development and Application
- Compliance

4: Information Technology
- Utilizing IT
- Software Applications
- Reprographics and Imaging Equipment

5: Core Competencies
- See Leadership and Management Development Strategy for Core Competencies
Competency 1: Information Management (IM) Practices

1. IM Policy Development and Implementation: This competency includes the knowledge needed to support, develop, implement and monitor IM policy, legislation and standards.

2. IM Operational Processes: This competency includes a wide range of behaviours from the implementation of existing process to the development and management of these processes.

3. Organize, Analyze and Evaluate Data and/or Processes: This competency includes the ability to identify information needs, analyze those needs, and recommend solutions that address users and/or department needs. It also includes the statistical knowledge needed in analyzing and evaluating departmental IM needs.

4. Manage IM Tools and Resources: This competency includes the management and / or use of IM tools and resources. Tools and resources include the system applications used to manage department information.

5. Knowledge Transfer: This competency includes various behaviours needed for informational exchange within IM positions. Included in this competency, but not limited to, is coaching, classroom training, e-learning and desk-side support.

The following table provides a more detailed description of the information management practices needed within each IM position.

<table>
<thead>
<tr>
<th>Competency 1: Information Management Practices</th>
</tr>
</thead>
<tbody>
<tr>
<td>IM Technician I</td>
</tr>
</tbody>
</table>

© Deloitte & Touche LLP and affiliated entities.
## Competency 1: Information Management Practices

<table>
<thead>
<tr>
<th></th>
<th>IM Technician I</th>
<th>IM Technician II</th>
<th>IM Technician III</th>
<th>ECM Coordinator</th>
<th>IM Analyst</th>
<th>Senior IM Analyst</th>
</tr>
</thead>
</table>
| **1. IM Policy Development and Implementation** | Demonstrate their knowledge of IM policies, procedures, practices and legislation by:  
• Applying policies and procedures  
• Participating in the maintenance of policies and procedures | Demonstrate their knowledge of IM policies, procedures, practices and legislation by:  
• Maintaining operational procedures  
• Maintaining policies and procedures  
• Identifying challenges within IM and compliance with legislation | Demonstrate their knowledge of IM policies, procedures, practices and legislation by:  
• Implementing system policies that ensure consistency in practice  
• Ensuring best practices are applied when creating IM policies  
• Perceiving and analyzing IM policies | | | |
|                             | Demonstrate their knowledge of IM policies, procedures, practices and legislation by:  
• Developing, recommending, implementing and administering IM policies and procedures  
• Ensuring best practices are applied when creating IM policies | | | | | |
# Competency 1: Information Management Practices

<table>
<thead>
<tr>
<th>Competency</th>
<th>IM Technician I</th>
<th>IM Technician II</th>
<th>IM Technician III</th>
<th>ECM Coordinator</th>
<th>IM Analyst</th>
<th>Senior IM Analyst</th>
</tr>
</thead>
</table>
| **2. IM Operational Processes** | Demonstrate their knowledge of classification, retention, and disposal processes by:  
- Ensuring accurate application of the processing of information  
- Maintaining the physical condition of records  
- Adhering to the process of transferring records | Demonstrate their knowledge of classification, retention, and disposal processes by:  
- Sorting, classifying and coding materials  
- Performing departmental requests  
- Locating and disseminating records in accordance with departmental IM policies  
- Maintaining the records and information repository integrity  
- Ensuring thoroughness of records and report findings  
- Performing physical file maintenance | Demonstrate their knowledge of classification, retention, and disposal processes by:  
- Ensuring efficient operations of the Records Centre/Information Service Centre  
- Sorting, classifying and coding materials  
- Performing departmental requests  
- Participating in the development of the classification, retention and disposal plan for the department  
- Supervising the Record Centre/Information Service Centre employees and oversee its operations | Demonstrate their knowledge of classification, retention, and disposal processes by:  
- Maintaining the configuration elements for these processes (designing, developing, implementing and maintaining)  
- Providing supervisory, advisory and consultative services  
- Acting as the subject matter expert for the department  
- Planning, recommending, implementing and monitoring the processes  
- Working with employees and management in ensuring the integration of best practices into the operations and work flow | Demonstrate their knowledge of classification, retention, and disposal processes by:  
- Providing supervisory, advisory and consultative services  
- Acting as the subject matter expert for the department  
- Leading and coordinating the planning, development and implementation  
- Working with employees and management in ensuring the integration of best practices into the operations and work flow | The ability to provide strategic direction on IM departmental process |
### Competency 1: Information Management Practices

<table>
<thead>
<tr>
<th>Competency</th>
<th>IM Technician I</th>
<th>IM Technician II</th>
<th>IM Technician III</th>
<th>ECM Coordinator</th>
<th>IM Analyst</th>
<th>Senior IM Analyst</th>
</tr>
</thead>
</table>
| 3. Organize, Analyze and Evaluate Data and/or Processes | • Ability to analyze and evaluate end user needs for information  
• Ability to locate and disseminate records in accordance with departmental IM policies  
• Ability to identify and correct discrepancies in records / information  
• Ability to identify issues that impact efficient IM processes and report to management | • Ability to analyze and evaluate end user needs for information  
• Ability to locate and disseminate records in accordance with departmental IM policies  
• Ability to identify and correct discrepancies in records / information  
• Ability to identify issues that impact efficient IM processes and report to management | • Ability to analyze and evaluate end user needs for information  
• Ability to locate and disseminate records in accordance with departmental IM policies  
• Ability to identify and correct discrepancies in records / information  
• Ability to identify issues that impact efficient IM processes and report to management | • Ability to conduct research and analysis to provide departmental recommendations on IM best practices  
• Ability to analyze and evaluate usage and audit reports in order to ensure efficiencies in workflow and create recommendations  
• Statistical knowledge in the area of IM for reports to management and troubleshooting  
• Statutory knowledge in the area of IM for reports to management and troubleshooting | • Ability to conduct research and analysis to provide departmental recommendations on IM best practices  
• Ability to analyze and evaluate usage and audit reports in order to ensure efficiencies in workflow and create recommendations  
• Statistical knowledge in the area of IM for reports to management and troubleshooting  
• Statutory knowledge in the area of IM for reports to management and troubleshooting | • Ability to conduct research and analysis to provide departmental recommendations on IM best practices  
• Ability to analyze and evaluate usage and audit reports in order to ensure efficiencies in workflow and create recommendations  
• Statistical knowledge in the area of IM for reports to management and troubleshooting  
• Statutory knowledge in the area of IM for reports to management and troubleshooting |
| 4. Manage IM Tools and Resources | • Ability to effectively use IM tools and resources  
• Ability to effectively use IM tools and resources. This includes the ability to collect and provide transactional data to management | • Ability to effectively use and apply IM tools and resources  
• Ability to provide guidance to management related to the procurement and budget process for IM tools and resources | • Ability to effectively use and provide guidance on the use of IM tools and resources  
• Ability to lead the design, development, implementation and maintenance of IM systems  
• Ability to prepare and monitor a budget for the IM and IP program within the department | • Demonstrates the ability to provide advisory and consultative services in the design, development, implementation, maintenance and enhancement of IM systems  
• Ability to prepare and monitor a budget for the IM and IP program within the department | • Demonstrates the ability to provide advisory and consultative services in the design, development, implementation, maintenance and enhancement of IM systems  
• Ability to prepare and monitor a budget for the IM and IP program within the department | • Demonstrates the ability to provide advisory and consultative services in the design, development, implementation, maintenance and enhancement of IM systems  
• Ability to prepare and monitor a budget for the IM and IP program within the department |
**Competency 1: Information Management Practices**

<table>
<thead>
<tr>
<th></th>
<th>IM Technician I</th>
<th>IM Technician II</th>
<th>IM Technician III</th>
<th>ECM Coordinator</th>
<th>IM Analyst</th>
<th>Senior IM Analyst</th>
</tr>
</thead>
<tbody>
<tr>
<td>5. Knowledge Transfer</td>
<td>• Ability to provide IM process knowledge to departmental clients</td>
<td>• Ability to provide IM process knowledge to departmental clients</td>
<td>• Ability to provide IM process knowledge to departmental clients</td>
<td>• Ability to create and update manuals and guides for employees on the functionality and process of ECM system(s)</td>
<td>• Ability to provide advisory and consultative services</td>
<td>• Ability to provide advisory and consultative services</td>
</tr>
<tr>
<td></td>
<td>• Ability to provide guidance and orientation to employees</td>
<td>• Ability to lead and provide process and technology training and orientation to employees</td>
<td>• Ability to lead and provide training and support employees on the ECM system(s)</td>
<td>• Ability to interact with system users to provide support and advice</td>
<td>• Ability to provide advisory and consultative services</td>
<td>• Demonstrates the ability to lead the development of the educational/training component of the IM program</td>
</tr>
<tr>
<td></td>
<td>• Ability to provide advisory and consultative services</td>
<td></td>
<td></td>
<td></td>
<td>• Ability to provide guidance/coaching to employees</td>
<td>• Proactive in establishing committees/working groups as required to obtain input on IM processes</td>
</tr>
<tr>
<td></td>
<td>• Ability to develop education manuals, deliver seminars/training sessions</td>
<td></td>
<td></td>
<td></td>
<td>• Ability to communicate legislation expertise to the department</td>
<td></td>
</tr>
</tbody>
</table>

**Competency 2: Risk Management Competencies**

1. Disaster Recovery: This competency includes the ability to support, develop, implement and evaluate disaster recovery plan as they relate to the management of information.

2. Maintain, Protect and Preserve Information: This competency includes the maintenance, protection and preservation of information by compliance with relevant Government legislation and policies including the *Management of Information and Protection of Privacy Act* and *Access to Information Protection Act*.

3. Risk Assessment/Audit: This competency includes the ability to implement established audit and quality controls, as well as the ability to define, assess, analyze, recommend, implement, evaluate and monitor those controls.

The following table provides a more detailed description of the risk management competencies needed within each IM position.

**Competency 2: Risk Management**
<table>
<thead>
<tr>
<th></th>
<th>IM Technician I</th>
<th>IM Technician II</th>
<th>IM Technician III</th>
<th>ECM Coordinator</th>
<th>IM Analyst</th>
<th>Senior IM Analyst</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Disaster Recovery</td>
<td>• Demonstrate the ability to apply knowledge of the disaster recovery plan</td>
<td>• Demonstrate the ability to apply knowledge of disaster recovery plan</td>
<td>• Demonstrate the ability to apply knowledge of disaster recovery plan</td>
<td>• Ability to develop creative policies and procedures for the disaster recovery plan for an ECM system</td>
<td>• Ability to develop creative policies and procedures for the IM disaster recovery plan</td>
<td>• Ability to develop creative policies and procedures for the IM disaster recovery plan</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Demonstrate the ability to apply knowledge of disaster recovery plan</td>
<td></td>
<td>• Ability to apply innovative solutions to challenges and problems</td>
<td>• Ability to apply innovative solutions to challenges and problems</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Lead a team in creative disaster recovery response</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2. Maintain, Protect, and Preserve Information</td>
<td>• Ability to identify sensitivity levels and access control for managing information</td>
<td>• Ability to identify sensitivity levels and access control for managing information</td>
<td>• Ability to execute and supervise procedures to maintain, protect and preserve information</td>
<td>• Ability to design, implement and maintain system protocols for maintaining, protecting and preserving information</td>
<td>• Ability to develop creative procedures to maintain, protect, and preserve information</td>
<td>• Ability to develop creative procedures to maintain, protect, and preserve information</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>• Knowledge in protection and preservation solutions</td>
<td>• Ability to develop creative procedures to maintain, protect, and preserve information</td>
<td>• Knowledge in protection and preservation solutions</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>• Ability to support highly confidential documentation for management and executive review</td>
<td></td>
<td>• Ability to prepare highly confidential documentation for management and executive review</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>• Ability to evaluate the approach for the preservation and maintenance of information</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>• Ability to create strategies to maintain, protect, and preserve information</td>
<td></td>
</tr>
</tbody>
</table>
### Competency 2: Risk Management

<table>
<thead>
<tr>
<th>IM Technician I</th>
<th>IM Technician II</th>
<th>IM Technician III</th>
<th>ECM Coordinator</th>
<th>IM Analyst</th>
<th>Senior IM Analyst</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>3. Risk Assessment/Audit</strong></td>
<td><strong>Ability to ensure quality assurance is maintained at all times through the implementation of established audit controls</strong></td>
<td><strong>Ability to ensure quality assurance is maintained at all times through the implementation of established audit controls</strong></td>
<td><strong>Auditing knowledge in the area of IM for troubleshooting system protocols and performing risk assessments to address potential liabilities</strong></td>
<td><strong>Knowledge of auditing processes in the area of IM</strong></td>
<td><strong>Auditing knowledge in the area of IM for troubleshooting system protocols and performing risk assessments to address potential liabilities</strong></td>
</tr>
<tr>
<td></td>
<td><strong>Knowledge of auditing processes in the area of IM</strong></td>
<td><strong>Ability to work with management in performing an IM assessment to ensure data integrity and security</strong></td>
<td><strong>Ability to perceive and analyze processes and procedures, analyze alternatives for potential benefits and risks, recommend and implement decisions and solutions</strong></td>
<td><strong>Ability to develop audit and assessment reports</strong></td>
<td><strong>Ability to perceive and analyze processes and procedures, analyze alternatives for potential benefits and risks, recommend and implement decisions and solutions</strong></td>
</tr>
<tr>
<td></td>
<td><strong>Ability to develop audit and assessment reports</strong></td>
<td><strong>Ability to develop audit and assessment reports</strong></td>
<td><strong>Ability to develop audit and assessment reports</strong></td>
<td></td>
<td><strong>Ability to develop audit and assessment reports</strong></td>
</tr>
</tbody>
</table>

### Competency 3: Information Protection (IP) and Security Competencies

1. **Information Protection (IP) and Security Procedures:** This competency includes the skills necessary to protect and secure information.

2. **IP and Security Policy Development and Application:** This competency includes the knowledge needed to support, develop, implement and monitor IP and security policy, legislation and standards.

3. **Compliance:** This competency includes various behaviours needed for compliance to IP and security policies and procedures within Government’s IM positions.

The following table provides a more detailed description of the risk management competencies needed within each IM position.
### Competency 3: Information Protection and Security

<table>
<thead>
<tr>
<th>Competency</th>
<th>IM Technician I</th>
<th>IM Technician II</th>
<th>IM Technician III</th>
<th>ECM Coordinator</th>
<th>IM Analyst</th>
<th>Senior IM Analyst</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>1. Information Protection (IP) and Security Procedures</strong></td>
<td>• Ability to implement IP and security protocols</td>
<td>• Ability to implement IP and security protocols</td>
<td>• Ability to implement IP and security protocols</td>
<td>• Ability to design and administer the security of IM systems</td>
<td>• Ability to advise IT on IP and security protocols for system design and maintenance</td>
<td>• Ability to provide recommendations to management on IP and security procedures</td>
</tr>
<tr>
<td><strong>2. IP and Security Policy Development and Application</strong></td>
<td>• Ability to implement IP and security policies, procedures, practices and legislation</td>
<td>• Ability to implement IP and security policies, procedures, practices and legislation</td>
<td>• Ability to implement IP and security policies, practices and legislation and ability to maintain operational procedures</td>
<td>• Ability to implement IP and security policies, practices and legislation and ability to maintain operational procedures</td>
<td>• Ability to develop, recommend, implement, administer and monitor IP and security policies and procedures</td>
<td>• Ability to initiate, lead and coordinate the development, implementation and maintenance of IP and security policies and procedures</td>
</tr>
<tr>
<td><strong>3. Compliance</strong></td>
<td>• Demonstrates compliance with IP and security policies and the ability to transfer knowledge to department users</td>
<td>• Demonstrates compliance with IP and security policies and the ability to transfer knowledge to department users</td>
<td>• Demonstrates compliance with IP and security policies and the ability to transfer knowledge to department users</td>
<td>• Demonstrates compliance with IP and security policies and the ability to transfer knowledge to department users</td>
<td>• Demonstrates compliance with IP and security policies and the ability to transfer knowledge to department users</td>
<td>• Demonstrates compliance with IP and security policies and procedures and the ability to transfer knowledge to department users</td>
</tr>
</tbody>
</table>
**Competency 4: Information Technology (IT) Competencies**

1. **Utilizing IT**: This competency includes the knowledge and skills necessary within the IM position to effectively use, design, develop, implement and / or maintain IT.

2. **Software Applications**: This competency includes the knowledge and skills necessary within the IM position to effectively use, design, develop, implement and / or maintain IM software applications.

3. **Reprographics, Imaging and Other Office Equipment**: This competency includes various behaviours needed for compliance to IP and security policies and procedures within Government’s IM positions.

The following table provides a more detailed description of the risk management competencies needed within each IM position.

<table>
<thead>
<tr>
<th>Competency 4: Information Technology</th>
<th>IM Technician I</th>
<th>IM Technician II</th>
<th>IM Technician III</th>
<th>ECM Coordinator</th>
<th>IM Analyst</th>
<th>Senior IM Analyst</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>1.Utilizing IT</strong></td>
<td>•Demonstrate ability to utilize technology effectively in support of a records and information management program</td>
<td>•Demonstrate ability to utilize technology effectively in support of a records and information management program</td>
<td>•Demonstrate ability to utilize technology effectively in support of a records and information management program</td>
<td>•Ability to manage and utilize technology effectively in support of a records and information management program</td>
<td>•Demonstrate ability to utilize technology effectively in support of a records and information management program</td>
<td>•Demonstrate ability to utilize technology effectively in support of a records and information management program</td>
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<td>•Ability to consult with IT employees on the development and maintenance of IM systems</td>
<td>•Ability to consult with IT employees on the development and maintenance of IM systems</td>
<td>•Ability to manage the development and maintenance of IM systems</td>
<td>•Ability to consult with IT employees on the development and maintenance of IM systems</td>
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<td>•Ability to lead the development and maintenance of IM systems</td>
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<tr>
<td><strong>2. Software Applications</strong></td>
<td>• Knowledge of IM software applications</td>
<td>• Knowledge of IM software applications</td>
<td>• Knowledge of IM software applications</td>
<td>• Knowledge of IM software applications for setup, design, configuration and maintenance</td>
<td>• Knowledge of IM software applications relevant to records and information systems</td>
<td>• Knowledge of IM software applications relevant to records and information systems</td>
</tr>
<tr>
<td></td>
<td>• Ability to use systems to research, identify and compile records</td>
<td>• Ability to use systems to research, identify and compile records</td>
<td>• Ability to use systems to research, identify and compile records for management reports</td>
<td>• Ability to lead the development, implementation and daily operations of a department’s ECM system</td>
<td>• Ability to plan and coordinate a departmental IM system</td>
<td>• Ability to provide strategic direction and coordination for a departmental IM system</td>
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<td></td>
<td>• Ability to manage the development and maintenance of an ECM system</td>
<td>• Ability to develop, maintain, provide advisory/consultative services and manage the selection, design, modification, and maintenance of IM systems</td>
<td>• Ability to develop, maintain, provide advisory/consultative services and lead the selection, design, modification, and maintenance of IM systems</td>
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<td></td>
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<td></td>
<td>• Ability to provide advisory and consultative services in the maintenance of an ECM system</td>
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<td>• Ability to provide advisory and consultative services in the maintenance of an ECM system</td>
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<td></td>
<td>• Ability to provide advisory and consultative services in the maintenance of an ECM system</td>
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<tr>
<td><strong>3. Reprographics, Imaging and Other Office Equipment</strong></td>
<td>• Ability to operate reprographic, imaging and other office equipment for IM needs</td>
<td>• Ability to provide supervision for the operations of reprographic, imaging and other office equipment</td>
<td>• Ability to provide supervision for the operations of reprographic, imaging and other office equipment</td>
<td>• Ability to plan and coordinate office equipment needs</td>
<td>• Ability to assess current environment and provide recommendation for future needs</td>
<td>• Ability to assess current environment and provide strategic recommendation for future needs</td>
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<tr>
<td></td>
<td>• Ability to provide supervision for the operations of reprographic, imaging and other office equipment</td>
<td>• Ability to provide supervision for the operations of reprographic, imaging and other office equipment</td>
<td>• Ability to provide supervision for the operations of reprographic, imaging and other office equipment</td>
<td>• Ability to assess current environment and provide recommendation for future needs</td>
<td>• Ability to manage budget</td>
<td>• Ability to manage budget</td>
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<tr>
<td></td>
<td>• Ability to assess current environment and provide recommendation for future needs</td>
<td>• Ability to assess current environment and provide recommendation for future needs</td>
<td>• Ability to assess current environment and provide recommendation for future needs</td>
<td>• Ability to manage budget</td>
<td>• Ability to manage budget</td>
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Appendix O – Draft Public Service Commission Recruitment Strategy

Office of the Chief Information Officer
Information Management Horizontal Review

Public Service Commission Recruitment Strategy
Current State and Recommendations
June 2009

CONFIDENTIAL
Goals and Objectives

Goals

• The Development of a recruitment strategy for Information Management (IM) positions through enhancing and refining current recruitment initiatives, strategies and tools

Objectives

• Assess strategy for recruitment of IM positions based on the current environment
• Develop and recommend a strategy for recruitment of current IM positions and anticipated positions
• Leverage recommendations from departmental IMCATs (Information Management Capacity Assessment Tool)
• Leverage best practices in recruitment strategy specific to IM professional recruitment
• Develop tools to assist in the recruitment and staffing process

Current GNL Recruitment Environment

There is significant growth in the demand for IM professionals which has become a key driver in the need to invest in IM recruitment

• Public sector demand for IM professionals continues to grow as the Government of Newfoundland and Labrador (GNL):
  - Increases investment in IM
  - Continues to implement advanced technologies to manage information
  - Places a very high priority on the management, privacy and security of information
  - Recognizes the potential for security breaches of confidential and / or highly sensitive information
Table of Contents

- Goals and Objectives
- GNL Information Management (IM) Recruitment Needs
  - Current GNL IM Recruitment Environment
  - Current IM Recruitment Environmental Assessment
  - GNL IM Recruitment Requirements
- IM Recruitment Strategy Best Practices
  - PSC IM Recruitment Approach based on Best Practices
  - PSC IM Recruitment Best Practices Summary
- GNL IM Recruitment Strategy: Opportunities for Advancement
- Tools and Supports to Facilitate Advancement of IM Recruitment
  - Planning, Sourcing, Posting, Screening and Assessment, Measuring and Reporting
- GNL IM Recruitment Summary
- Conclusion and Next Steps

Current IM Recruitment Environment Assessment

- The labour market demand for skilled professionals including Information Management (IM) resources is increasing in all sectors.
- Nationally, various IM positions have been identified as difficult to fill (few applicants) and hard to fill (cannot fill) position
- The younger workforce is more transient and less committed to its relationship with “employers of choice”
- The cost of lost productivity due to vacancies is greater than the salary paid to fill those vacancies.
- Reducing time to fill vacancies and increasing the quality of recruitment can improve an organizations financial and operational performance
- Organizations are implementing more innovative approaches to acquire and maintain talent
- There is a need and desire to strengthen the synchronization between organizational initiatives and HR “value-added activities” that ultimately affect the business
GNL IM Recruitment Requirements

GNL Human Resource requirements will be identified and quantified through the administration of Departmental and Agency IMCAT assessments. In anticipation of these requirements GNL must maintain its focus on advancing the:

- Development
- Implementation
- Measurement, and
- Modification

of innovative recruitment strategies, methods and tools to ensure it continues to effectively attract, identify, select and retain required IM talent.

PSC IM Recruitment Approach based on Best Practices

Our Approach

<table>
<thead>
<tr>
<th>Environment</th>
<th>Business Strategy</th>
</tr>
</thead>
<tbody>
<tr>
<td>Market demands (supply / demand)</td>
<td>Enablers</td>
</tr>
<tr>
<td>Industry trends/Shifting Strategy</td>
<td>Stated Results</td>
</tr>
<tr>
<td>Declining Skills</td>
<td>Process</td>
</tr>
<tr>
<td>Organization values and culture</td>
<td></td>
</tr>
</tbody>
</table>

"Human, not financial, capital must be the starting point and ongoing foundation of a successful strategy." Bartlett and Ghoshal (2002)

Screening and Assessment

Measuring and Reporting of Metrics

Sourcing Posting

Workforce Planning

Communications, Change, and Learning

Advancement of IM Recruitment Strategies

HRIS System and Supporting Technology

As enablers and the environment changes, strategic adjustments and refinements may need to be made to the overall recruitment process.

Source: Deloitte, 2009
PSC IM Recruitment Best Practices Summary

Deloitte best practice research in recruiting can be summarized and mapped against the existing recruitment processes utilized by the PSC and employed in departments as follows:

- Disciplined process that proactively identifies current and future IM talent requirements including potential labour supply and demand
- Partnership and alignment between SHRM, PSC and business units to identify IM human resource requirements
- Centralized administration and coordination
- Recruitment strategy unique to the job
- Use of electronic applicant tracking system
- Continuous IM recruitment activities to ensure a full talent pipeline
- Strategic Partnerships with educational institutions
- Multiple advertising channels targeting active and passive job seekers
- Marketing campaign tailored to the job and highlights intangible employment benefits
- Employ a youth employment strategy
- Competency / Suitability based position descriptions
- Competency / Suitability based interviewing tools
- Multi-faceted suite of assessment tools
- Track and report on a suite of staffing metrics: regularly
- Effectiveness of recruitment channels is known
- Continuous improvement activities are ongoing

Continuous recruitment regardless of available vacancies

Source: Deloitte, 2009

GNL IM Recruitment Strategy: Opportunities for Advancement

Outlined below are recommendations for advancement in developing and implementing a GNL IM recruitment strategy. PSC, working with OCIO will need to determine the most appropriate and effective means to implement these recommendations (the "how").

<table>
<thead>
<tr>
<th>Planning</th>
<th>Sourcing</th>
<th>Posting</th>
<th>Screening and Assessment</th>
<th>Measuring and Reporting</th>
</tr>
</thead>
<tbody>
<tr>
<td>Build more capability to anticipate human resource requirements resulting from IMCAT recommendations</td>
<td>Continue to identify internal IM resources through completion of IMCATs and re-classification process</td>
<td>Increase participation of identified departmental IM SME in the Job Analysis and posting process</td>
<td>Increase effectiveness of consistency based screening and assessment through new IM competency framework</td>
<td>Continue to improve current metrics for IM recruitment</td>
</tr>
<tr>
<td>Market IM career progression in Public Sector based on tiered and consistent classifications</td>
<td>Continue to identify qualified IM candidates in the marketplace</td>
<td>Continue to increase IM visibility on university/college job posting sites</td>
<td>Engage IM SME in the process - either departmental IM SME available or, if senior level positions or departmental SME unavailable, engage OCIO</td>
<td>Create ability to more accurately measure results using online recruitment / relational database system (in development)</td>
</tr>
<tr>
<td>Continue to increase IM visibility through outreach to High Schools Universities and Colleges</td>
<td>Market IM in the GNL as an attractive career option based on a competitive compensation model</td>
<td>Increase PSC overall profile and operational efficiency through the online recruitment system (currently in development)</td>
<td>Create more opportunity to fill vacancies through previously conducted competitions (more consistent job analysis)</td>
<td></td>
</tr>
<tr>
<td>Continue to increase marketing of IM positions at expos/conferences</td>
<td>Enhance ability to track IM resources using relational database system</td>
<td>Continue development of job analysis and job ads based on new PD’s and classifications; consulting regularly with OCIO as the IM SME</td>
<td></td>
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</tbody>
</table>
Tools and Supports to Facilitate the Advancement of IM Recruitment

The following tools and support will enable the PSC to advance the development, implementation, measurement and modification of its overall recruitment strategy, based on PSC's approach to staffing current and anticipated IM positions, the PSC will leverage the IM tools and supports presented below.

PSC will work with OCIO to develop detailed plans and timelines for each of the areas outlined in the below (planning, sourcing, posting, screening and assessment and measuring and reporting).

**Planning**

**IMCATs**
Requirements being proposed through the administration of the IMCAT assessment will more clearly outline current and future HR requirements within departments. It is anticipated as a result of the IMCATs, there will be an increased cooperation effort for IM workforce planning between department executive, SHRM units and the PSC.

**Established Hierarchy of IM Positions and Classifications**
IM professionals now have an established career path as a result of the classification of the new non-management classifications and related position descriptions. As well, 2 management position description templates have been developed for departmental use.

**PSC Outreach Program**
PSC outreach program will raise awareness and interest in Public Service careers and will include a focus on professional IM positions. Through site visits, participation in career expositions and speaking engagements in High Schools, Colleges and University, PSC staff will address long-term and immediate staffing requirements for IM positions.

Tools and Support (cont’d…)

**Sourcing**

**More Focused Job Analysis to Gain Efficiencies**
More consistency in job analysis through the use of new IM competency framework will create efficiencies in sourcing. It will allow IM positions to be filled through previous competition candidate pools. Staffing can use job analysis of past postings to reduce workload and overall timelines in sourcing. This will allow GNL to react more rapidly to new HR requirements and increase operational efficiencies while reducing time to source and hire. This will result in significant improvements for sourcing both internal and external candidates.

**More Competitive Compensation Model**
Recent approval of IM positions and classifications put the GNL in a more competitive position to compete with other public and private sector organizations to source IM professionals.

**Online Recruitment Site and Database**
Development of a new PSC online marketing and recruitment tool is currently in development. It is envisioned that this system should provide enhanced ability to attract candidates and manage candidate relationships. It will also track previous competitions for future positions. This will facilitate ongoing recruitment for IM positions both internally and externally despite the absence of vacancies.

**Ongoing Marketing Initiatives**
Candidates for IM Positions will continue to be sourced through Public Sector Career Expos and conferences. The Outreach program will continue to source future as well as more immediate candidates from High School and Post Secondary institutions.
Tools and Support (cont’d…)

Posting

STREAMLINED JOB ADVERTISEMENTS
The PSC is currently in the process of changing its advertisement format and process to more effectively brand the GNL Public Service as an employer of choice and increase operational efficiencies. This is supplemented by ongoing TV advertisements that profile and highlight the non-tangible benefits Public Service careers.

ONLINE RECRUITMENT SITE AND DATABASE
Development of a new PSC online marketing and recruitment tool is envisioned to provide candidates with easier access to potential IM position postings, profiles and career path information.

ONGOING MARKETING INITIATIVES
There will be increased visibility for IM Position postings through University and College job sites and career expos.

Standardized Job Ads?
Standardized process for dept review and SME consultation?

Screening and Assessment

NEW IM COMPETENCY FRAMEWORK
The IMHR has produced a new IM competency model and standard which will increase the accuracy of the screening process as the new standards are applied to the screening and assessment process.

OCIO SUBJECT MATTER EXPERTS
The identification of OCIO IM SME’s through the implementation of the IM Horizontal Review will provide the PSC with invaluable insight and assistance when developing competency based screening and assessment tools designed to measure professional IM competencies.

Standardized process and SME consultation?
Standardized “technical” interview questions?
Tools and Support (cont’d…)

**Measuring and Reporting**

**ONLINE RECRUITMENT AND DATABASE TOOL**
It is anticipated that this system will allow the PSC to enhance the timeliness and depth of its reporting capability for all competitions, including IM positions. The system is structured using relational database technology and allows for easier capturing and reporting of various metrics such as related IM competitions, duration of IM competitions, number of candidates, screening criteria used and candidates qualified, candidates recommended candidates as well as a host of user defined reports to assess the success of PSC’s recruitment strategy.

**Analysis and Strategic Adjustment**

**ANALYSIS**
Information from various sources including quantifiable metrics, feedback from the OCIO IM Branch, department management and executive, SHRM units and PSC Strategic Staffing resources will be analyzed to measure quality control and assess the success of the PSC IM recruitment strategy.

**STRATEGIC ADJUSTMENT**
Based on the results of our analysis, the organizational and labour market environment and emerging trends in IM the GNL IM recruitment strategy will be adjusted and enhanced to proactively address anticipated challenges through the development of new and innovative solutions, technology and supports.

**GNL IM Recruitment Summary**

- Significant Growth in the demand for Information Management professionals in many organization due to increased focus on IM investment, priority, technology and legislation

- Labour Market for IM professionals is extremely competitive and many positions are categorized as hard or difficult to fill

- The PSC must continue to be innovative in terms of recruitment strategy and the tools leveraged to source, hire and maintain critical IM human resources

- The PSC has implemented best practice guidelines for recruitment strategies in the areas of planning, sourcing, posting, assessing and reporting.
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