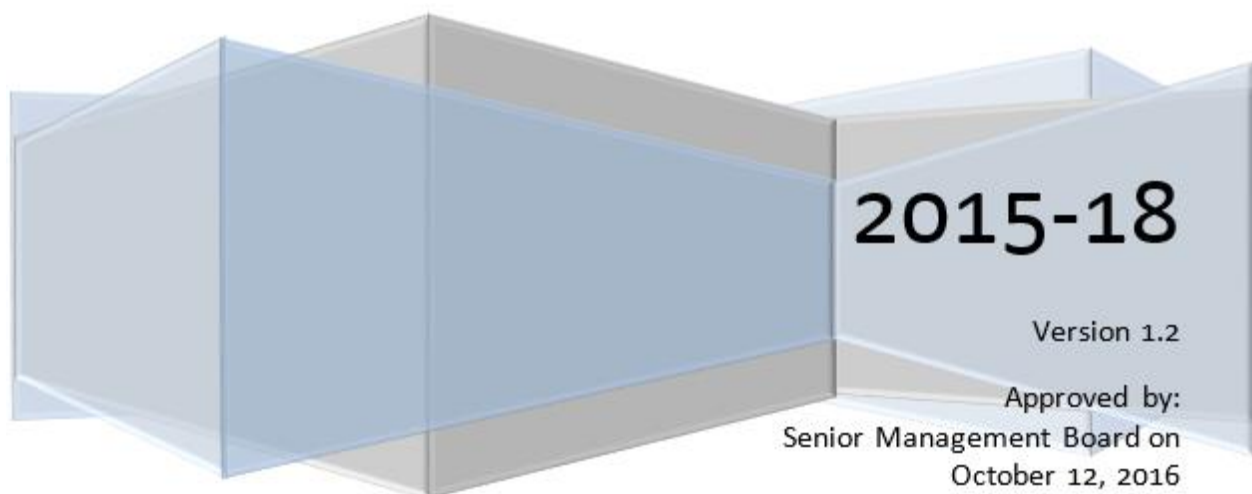




# Shared Services Canada Departmental Information Management Strategic Plan

IM Services, Enterprise and Information  
Management Services Division



## DOCUMENT ROLES

The purpose of this section is to clearly identify the current roles and responsibilities of **each area** involved in the development, review and approval of this document. This section should be reviewed regularly and updated accordingly to ensure current roles.

<b>Role</b>	<b>Responsibility</b>	<b>OPI</b>	<b>RACI</b>
<b>Document Author (Owner)</b>	<ul style="list-style-type: none"> <li>• Author/Owner of the document.</li> <li>• Responsible for identifying required Contributors/Reviewers (SMEs etc.) and document review cycle.</li> <li>• Responsible for updating OPI column.</li> <li>• Responsible to apply required revisions resulting from the review cycle(s) and producing final version.</li> </ul>	Suzanne Monette	R(Responsible)
<b>Document Contributor(s)</b>	<ul style="list-style-type: none"> <li>• Contributes to the development of the document.</li> </ul>	IM Services Team	C(Consulted)
<b>Document Reviewer(s)</b>	<ul style="list-style-type: none"> <li>• Perform the review of the document when the Owner has marked it ready for review.</li> <li>• This phase of the document review is prior to IM Governance.</li> </ul>	Shared Services Canada (SSC) Branches facilitated by Branch Planners	C(Consulted)
<b>Document Approver(s)</b>	<ul style="list-style-type: none"> <li>• Approves document.</li> </ul>	Glenn Moran, Director EIS Services Liz McKeown, CIO, Corporate Services	A (Accountable)

Role	Responsibility	OPI	RACI
		Ron Parker, SSC President	
<b>Stakeholder(s)</b>	<ul style="list-style-type: none"> <li>Major stakeholders that need to be informed.</li> </ul>	SSC Managers and Employees	I(Informed, kept)

## DOCUMENT HISTORY

Upon completion of this artefact, clearly identify participants and committees that this document has been circulated to and have provided endorsement of the document.

Ver.	Date	Consulted/Reviewers (name of individual & working group consulted)	Brief Description of Change	Author of Change
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<b>Ver .01</b>		<i>Liz McKeown, CIO</i>	<i>First version endorsed by Liz McKeown to consult with Branch Planners.</i>	<i>Christine Poirier</i>
<b>Ver .02</b>	<i>July 29, 2016</i>	<i>SSC Branch Planners Norma McAuliff, IM specialist</i>	<i>Comments received and analysed. Changes made based on SSC Branch Planners and Norma McAuliff's review.</i>	<i>Suzanne Monette</i>
<b>Ver. 03</b>	<i>August 10, 2016</i>	<i>Liz McKeown, CIO</i>	<i>Minor edits; formatting, and correction of governance chart.</i>	<i>Suzanne Monette</i>
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<p><b>Ver 1.2</b></p>	<p>October 18, 2016</p>	<p>Senior Management Board</p>	<p>Added the following to <b>Priorities</b> section:</p> <ul style="list-style-type: none"> <li>- Overall statement to why SSC focused on specific priorities.</li> <li>- Aligned priority to vision, mission, and maturity of the organization.</li> </ul>	<p>Suzanne Monette</p>
<p><b>Ver 1.2</b></p>	<p>October 12</p>	<p>Senior Management Board</p>	<p>Approved document – Marked as Approved and Final</p>	<p>Suzanne Monette</p>

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# Information Management Strategy

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## 1 Message from the CIO - Modernized Information Management

The rapid expansion of the internet and its capabilities is dramatically changing the way we deliver services within our organization and to our Citizens.

Blueprint 2020 addresses a vision of an open and networked environment. This ensures responsible use of information in developing evidence-based ideas, creates effective partnerships and networks, as well as enhances access to government information and services. To meet this vision we must look at a modernized information management approach within government. The present and future of information management is about more than records – it is about using the information and data as a strategic resource.

At SSC, information management will be focused not only on the obvious policy and legislative requirements of managing information through its lifecycle, but also towards implementing new capabilities for IM where information is open; easily available; and actively supports government services and initiatives through the sharing and collaboration of information within and across government departments. Modernized IM also includes a significant focus on data analytics, data management and data warehousing to provide SSC leadership and business lines with confident and secure access to data in order to augment and inform

evidence-based decision making to improve organizational results and performance.

The Information Management Strategic Plan 2015-18 will continue the work started to ensure critical components are in place so that SSC information is managed throughout its lifecycle. SSC will expand our capabilities by implementing a comprehensive data management strategy to protect and leverage our data resources within SSC. Government-wide initiatives like the Results and Delivery program, with the goal of using data more effectively to inform management decisions and investments will allow information to be available as and when required. Data as a strategic resource will continue to increase in importance over the coming years and will be as important to our continued success as our Information resources.

With the embedding of IM and data analytics in our transformation initiatives, programs and day to day work, SSC will be better positioned to enable Government of Canada's way forward in areas such as Workplace 2.0 The Next Generation, Results and Delivery – which relies on data for the analysis and measurement of priorities and targets, and Open and Transparent Government all of which will modernize how the Government of Canada operates to

better reflect the values and expectations of Canadians.

Liz McKeown  
Chief Information Officer



## 2 Executive Summary

The Information Management (IM) Strategy 2015-2018 was developed in the context of SSC's strategic outcomes, transformation agenda, Open Government initiative, and Government of Canada's Blueprint 2020 principles.

This strategy was also developed in support of the Government of Canada's IM 2020 Vision, which includes managing information as assets to better serve citizens, make informed decisions, and enable quality reporting.

Our initial IM strategy, focused on digital by design, was developed in 2012-13. Since then, SSC has achieved a significant milestone in its efforts to establish an IM program: implementation of a document repository for SSC. This enables corporate memory, improved information integrity and sharing capabilities, searchable and accessible data, and improved information-based decision-making and risk management.

SSC is undergoing a consolidation and transformation that can only be successful with reliable and timely information. It is in this context that SSC has recognized the need for measuring and reporting tools that can enable effective communication and decision-making. By enabling staff to anticipate situations, they can seek to understand the root cause, assess the impact of different trajectories and identify the optimal solution.

SSC is committed to drawing business value from its information, which drives the strategy for the next three years. To achieve this goal, SSC will make the necessary investments and dedicate efforts to maturing its IM function.

## 3 Background

The Treasury Board Secretariat (TBS) requires all departments to prepare and present an Information Management (IM)<sup>1</sup>Strategy. As per section 6.1.8 of the *Policy on Information Management*:

*All deputy heads are responsible for establishing, measuring, and reporting on a departmental program or strategy for the improvement of the management of information.*

The IM Strategy 2015-2018 prepared by the Chief Information Office (CIO), Enterprise and Information Services (EIS) outlines the information management improvements that

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<sup>1</sup> The Government of Canada defines Information Management as the handling, creating, protecting, using, sharing and disposing of information produced or acquired by the Government of Canada in a way that enables optimized use by all who have a share in that information or a right to that information. For more information on the GC IM strategy and vision, including definitions, see <http://www.tbs-sct.gc.ca/im-gi/ims-sgi/overview-apercu-eng.asp#s2>

SSC intends to make over the next few years as well as its plans for achieving these improvements.

This document follows the structure outlined in *TBS' Guideline on IM Strategic Planning*.

While SSC provides services to external partners, Information Management is, in the context of this document, an internal SSC service. The scope is, as such, limited to SSC-managed information, which therefore excludes providing IM Services to the partner departments.

### **3.1 IM Strategy Outcomes Framework**

The IM strategy outcomes framework demonstrates the relationship between the elements of the IM program's strategic direction and the mandate, vision, and overall strategic outcomes of SSC.

### **3.2 SSC Vision and Mandate**

SSC was created on August 4, 2011 to transform how the Government of Canada manages its information technology infrastructure. SSC is delivering email, data centres, network and workplace technology device services to departments and agencies in a consolidated and standardized manner to support the delivery of Government of Canada programs and services. With a whole of government approach to IT infrastructure services, SSC is creating economies of scale to deliver more efficient, reliable and secure IT infrastructure services. SSC also provides certain optional technology services to other organizations on a cost-recovery basis.

### **3.3 SSC Strategic Outcomes**

SSC's ultimate outcome is to offer modern, reliable, secure and cost effective IT infrastructure services to support government priorities and program delivery.

The Department's intermediate outcomes include:

- Sound stewardship of public funds;
- Ability to anticipate and respond to partner's IT business requirements; and,
- Provide partner departments reliable IT services.

### **3.4 Relationship to IM Strategy**

SSC's IM Strategy 2015-2018 is a foundational element of SSC's success to manage information assets in a secure and structured manner, both of which are essential to

informed decision-making and quality reporting. Both activities require efficient sharing and access of information.

A key element to the IM Strategy is adherence and compliance to the Record Keeping Directive (RK Directive), which uses the RKAT (Record Keeping Assessment Tool) to measure the maturity level of an IM program of a Department. Effective RK practices as subsets of IM are particularly critical, given government’s direction towards Open Government as well as current trends in employee collaboration and information sharing.

A mature IM program is critical to a department. Where the department has as a priority the consolidation and modernization of the Government of Canada’s IT infrastructure, a sound IM program increases the efficiency and effectiveness of internal services, thereby supporting this priority.

**3.5 Current State of IM at SSC**

In 2012, operating within a new department, the IM Services Division faced a green field of possibilities. Rather than adopt a wide reach, the team started with the department’s obvious gaps: access to data and record retention. With focus, they successfully provided SSC with the means to retain corporate memory and access meaningful data via the implementation of GCDOCS. Having resolved this gap, the IM Division is positioned to grow its footprint.

In common with most IM Divisions within Government of Canada departments, SSC’s IM practice aims to provide the right information at the right time to enable effective communication and information-based decision-making. This requires transformed and aligned IM capabilities with the department’s information and reporting needs as well as attains a certain level of maturity as a function and a program.

In launching the development of an IM practice in 2012, the CIO’s IM Division chose to focus on the following as a starting point: (to get from level 1 to level 3, as per the below maturity level diagram)

<b>Key Element:</b>	<b>Outcome it will drive:</b>
<b>An enterprise repository.</b>	Corporate memory.
<b>Centralized information holdings with IM functionality, namely storage, search, sharing and tracking.</b>	Improved information integrity and sharing capabilities.

<b>Key Element:</b>	<b>Outcome it will drive:</b>
<b>Management of information lifecycle<sup>2</sup>.</b>	Searchable and accessible data (in areas of ATIP and litigations).
<b>Effective analytics enabled by centralized data warehouse.</b>	Improved information-based decision-making and risk management.
<b>Function-based file classification system.</b>	Compliance with Treasury Board IM requirements as well as facilitates lifecycle management capabilities.
<b>Institution-specific Disposition Authority (ISDA) 2016-16.</b>	Identifies Information Resources of Business Value (IRBV) of archival value and therefore allows SSC the full authority to dispose of non-archival records.
<b>Records Retention and Disposition Schedule (RRDS).</b>	Identifies all retention specifications for disposition of IRBVs.
<b>Information Resources of Business Value Inventory.</b>	To support lifecycle management functions and activities in accordance with ISDA 2016-16.  In compliance with TBS Directive on Record Keeping.

### 3.6 Key Successes since 2012

The implementation of GCDPCS represents a significant accomplishment not only for the IM Services Division but SSC as a new department.

#### Direct Impact

- The ability to manage information efficiently and effectively throughout its lifecycle.
- Enhanced information sharing/collaboration across the entire enterprise.
- Improved access to reliable and trusted corporate information.
- Increased ability to comply with Open Government, the Policy on Information Management and the Directive on Recordkeeping<sup>3</sup>.

<sup>2</sup> Including metadata, corporate file plan, EDRMS, Retention and Disposition, etc.

<sup>3</sup> This will enable SSC to create, acquire, capture, manage and protect the integrity of information resources of business value in the delivery of Government of Canada programs and services. This will also result in a higher score for IM in the 2015-2016 Management Accountability Framework.

- Efficiency gains from:
  - Having a single, secure corporate information repository for all of SSC's business information up to Protected B until such time whereby other internal departmental repositories are identified and determined to be migrated;
  - Managing departmental information resources centrally throughout the IM lifecycle; and,
  - Supports ETI and mailbox reduction initiatives by allowing user to send a link instead of an attachment.

**Indirect Impact:**

- Cultural change in a workforce that now has the same tool and rules with which to manage work activities.

**Additional success includes:**

- The IRBV initiative consisted of canvassing SSC's partner departments and agencies to identify whether any of their documents actually belonged to and required the stewardship of SSC.
  - IM Services Division leveraged this exercise to build relationships with these partner organizations, which will serve SSC as it matures its service delivery model.
- The successful operationalization of GCDOCS introduces within SSC an advanced level of information asset management functionality. With this foundational piece in place, efforts can now be directed towards:
  - Design and implement an IM Services Framework to support all lifecycle management of IRBVs in SSC;
  - Develop and provide on-going IM Awareness and GCDOCS training in collaboration with ATIP and Security Design and implement processes and tools to gather information on needs from the business lines;
  - Mature business intelligence and analytics capabilities; and,
  - Promote within the department sound management of information practices (via awareness and training).

**3.7 Scope of IM Services**

The IM Services listed below are currently delivered by SSC's Enterprise and Information Services Division. The IM functional team works in collaboration with other areas across the department to enable stewardship of information assets outside of the CIO's accountability.

<b>IM Service</b>	<b>Accountability of Other Areas</b>
Records and Document Management	
Data Management Services	Data Management Team
Business Intelligence Services	Data Management Team

<b>IM Service</b>	<b>Accountability of Other Areas</b>
Web content management	Communications
Information classification support (i.e. Where do I save my document in GCDOCS?)	
Functional support for IM tools including account provisioning for supported tool(s) (i.e. GCDOCS)	
Compliance reporting to TBS Policy on IM (via MAF) and RK Directive via RKAT	Corporate Services Branch Business Planner
Folder and file plan functional support and maintenance	
Information Life Cycle Management advice, guidance, and process implementation for SSC's information assets (retention rules, disposition processes, procedures and guidelines documentation, etc.)	
Information digitization advice, guidance, and functional service support as required	
Delivery of IM Awareness and Training products on best practices, legal and policy requirements, and functional instruction on the use of IM tools (such as GCDOCS). Includes lifecycle management	In collaboration with the Security Division and ATIP.

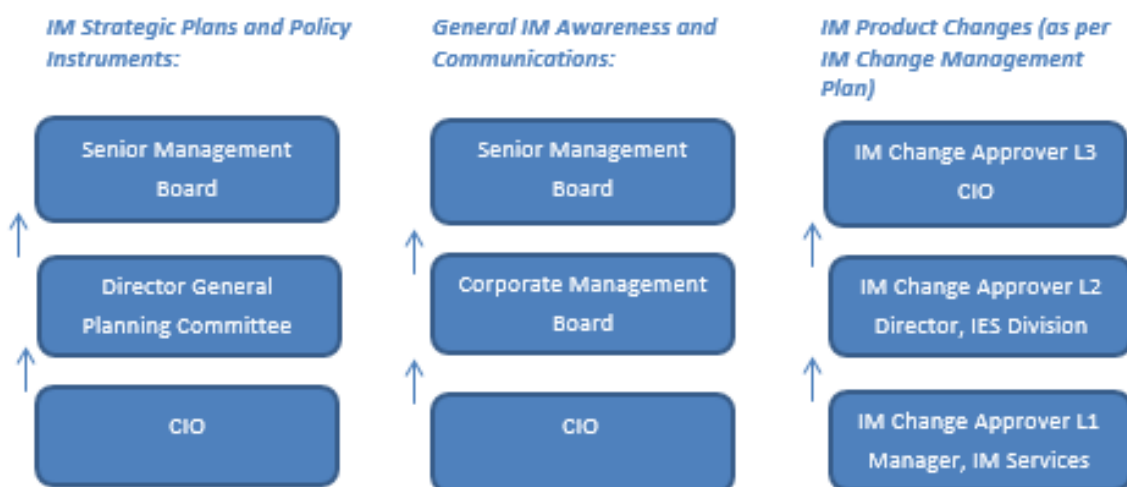
**3.8 IM Current State Leadership and Governance**

Success is attributed to the support and leadership received at all levels of SSC governance, the CIO, and the Enterprise and IM Services Division. IM leadership structure is as follows:



The Information Management Senior Officer has the authority delegated to him/her by the Deputy Head, as per the Policy on Information Management.

The following are SSC's Governance Structures for the Information Management Program.



## 4 IM Strategy Context

The IM Strategy was developed in the context of external factors, including the Government of Canada's Open Government initiative and internal factors, namely SSC's transformation plan and the CIO's modernization efforts.

### 4.1 External Factors

There exists an increasingly pressing need to make information accessible to partners and the Canadian public (via Open Government). As demand grows, so do the challenges. The volume of information and the number of available channels for its creation and dissemination are rapidly increasing. Moreover, the complexity of contemporary issues requires government to establish programs that often cut across the mandates of several federal departments and agencies, and sometimes across jurisdictions.

As such, it is not only a matter of increasing accessibility to information but also better aligning its flow across and between departments. Federal Government Departments, including SSC, not only require the right structures, processes and systems to manage information but also have these be aligned and consistent with those of other departments.

## 4.2 Internal Factors

Internally, there are client demands and a growing reliance on IM to support the delivery of programs and services including records management support to inventory and disposal of electronic and paper legacy records. The IM team in collaboration with IM/IT subject matter experts strengthens the CIO's role as a strategic business partner by working with SSC programs managers to identify information needs.

The IM Strategy also aligns with the CIO's overall mandate and vision which are:

**Mandate:** To deliver end user satisfaction by providing cost effective and innovative solutions and services.

**Vision:** To be a recognized and valuable strategic partner to SSC's business lines and enabler of the department's business objectives.

## 4.3 Risk Assessment

There are a number of IM risks that we need to mitigate to achieve SSC objectives, in order to keep pace with environmental factors and support the direction of the CIO.

<b>Risk</b>	<b>Probability (HML)</b>	<b>Impact (HML)</b>	<b>Mitigation</b>
<b>Sr. Mgmt. support for the SSC IM Program</b>	L	M/H	Continuing awareness and socialization of IM risks, issues, and responsibilities at all levels of SSC Governance will be necessary.
<b>Readiness of SSC employees</b>	H	M	Increase and continue efforts at promoting awareness of IM responsibilities, as well as providing training products on IM tools, procedures, and guidelines.
<b>Access to skills and competencies</b>	H	H	IM functional specialists are required to achieve the goals articulated in this strategy. This presents a recruitment and development challenge for management.
<b>Availability of guidelines and procedures</b>	H	H	IM Policy Advisor is required to develop these products in collaboration with lifecycle management and GCDOCS subject matter experts.
<b>Legacy records</b>	H	H	Requires approved approach to provide records management support to SSC end users for storage and disposal of electronic and paper legacy records.



Risk	Probability (HML)	Impact (HML)	Mitigation
			Examples include shared drives, EDRMS, paper holdings, etc.
<b>High risk/ sensitive/classified records</b>	H	H	Requires assessment of high risk, classified and sensitive information holdings in SSC and a strategy and tool approved for managing these records.

## 5 Setting the IM Strategic Direction

The IM Strategic Direction was established based on Government of Canada’s vision and prioritized initiatives.

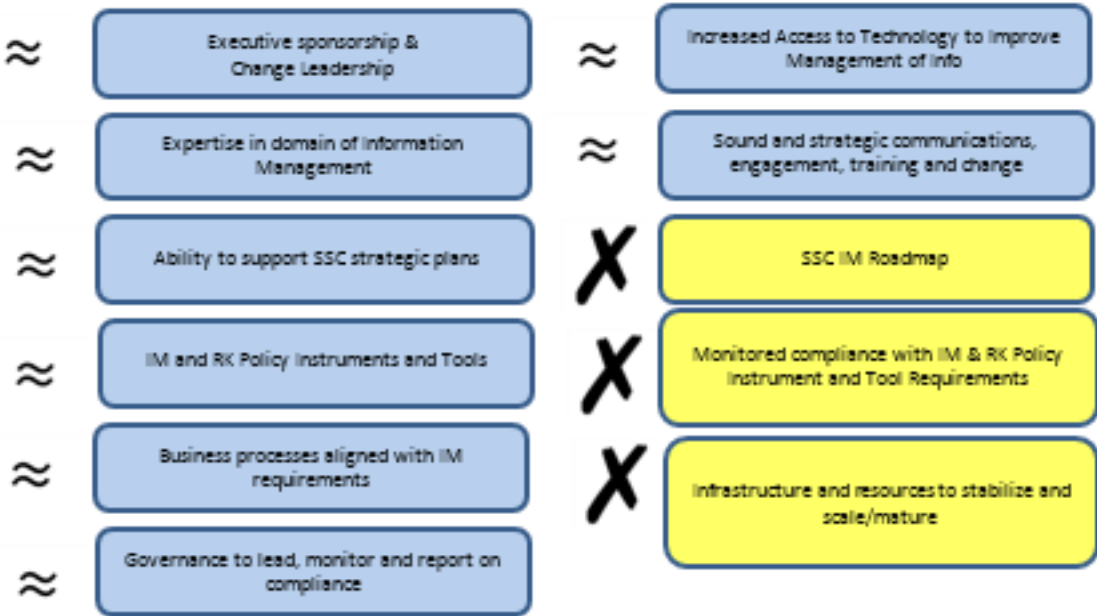
### 5.1 Vision

With a fully mature IM program, SSC will manage service delivery, programs and decision-making armed with accurate, timely, complete and useful information within a secure environment (i.e. with low levels of data loss, corruption or misuse).

#### 5.1.1 Building Blocks for a Mature Practice

*Note: Blue boxes represent those areas with a starting point to build upon; yellow boxes represent areas that need to be created.*

### Assessment against Industry Best Practice



The goal in 2016-2017 is to build on these blocks to continuously improve the program.

## 5.2 Mission

To safeguard information as a public trust and manage it as a strategic asset to maximize its value in the service of SSC.

## 5.3 Guiding Principles

As managers of information, we understand:

- Information is a valuable asset;
- The effective, efficient and repeatable retrieval of information requires that it be organized;
- All employees are responsible for the management of information under their control and custody;
- Measurement of program outcomes and of service outputs is necessary for continuous improvement of the IM program; and,
- IM is most effective in a culture that values information and adopts supportive governance and accountability structures.

## 6 Logic Model

The IM Logic Model describes the relationship between SSC's strategic outcomes and the IM vision. The Logic Model describes the ultimate, intermediate, immediate outcomes and the outputs of the IM program. *See Appendix II for the diagram.*

### 6.1 Ultimate Outcome

SSC's IM Program's ultimate outcome is sound information stewardship fully supporting the Government of Canada's IM policy and Open Government initiative, as well as corporate planning and reporting initiatives including financial reporting and performance measurement.

### 6.2 Goals (intermediate outcomes)

To assist the CIO in achieving the vision, the following goals have been agreed upon:

- **Improve Alignment of IM activities** by developing and providing common definitions, models, processes and tools for use in and across departments;
- **Increase compliance with IM Policy instruments** by providing common, clear, comprehensive policy instruments that are easily adaptable by departments, and

understood by Government of Canada managers, employees and IM functional specialists at all levels;

- **Reduce redundancies and duplication in investments** by supporting increased interoperability and integration of information systems and processes across government;
- **Adopt common or shared IM services** where it makes economic sense;
- **Leverage innovation and expertise** through effective governance and the use of effective collaboration tools that allow anyone with a good idea to share it; and,
- **Address IM skills and capacity issues** through the development of common, clear and comprehensive guidance, training and awareness materials.

### 6.3 Objectives (immediate outcomes)

The CIO has committed to providing managers and employees with the capacity to build the necessary IM behaviors and practices. The following objectives have been agreed upon:

- Increased access by SSC management and staff to the IM infrastructure needed to apply IM practices, policies and directives;
- Improved ability to manage information according to TBS IM policies and directives; and,
- Increased awareness amongst SSC management and employees on the requirements and benefits of ensuring sound IM practices.

### 6.4 Outputs

All efforts to mature SSC's IM function via improved planning, execution, and monitoring of IM activities will provide SSC management and staff with:

- Better IM infrastructure;
- Better IM policy and governance;
- Better IM training; and,
- Better IM advice.

These outputs are in line with the core elements of Treasury Board of Canada's Enterprise Information Management Framework:

1. Enterprise Architecture and Data Governance;
2. Information Management, Tools, and Applications;
3. Policy and Governance; and,
4. People and Capacity.

## 6.5 Priority and Multi-Year Initiatives (2015-2018)

In order to SSC's IM Strategic Plan to be successful, a clear set of priorities have been established to support the IM Program agenda and create a common view of the goal and path to reaching it. The priorities set align to our IM vision and mission, the Building Blocks for a Mature Practice and MAF Compliance. The priorities and purpose are outlined below:

### 6.5.1 Year 1 & 2 - Priority 2015-2017

The IM division will focus on the following for the near future:

1. Disposition authorities (Year 1 – 2)
  - Drive negotiations with Library and Archives Canada for an Institution-Specific Disposition Authority.Aligned with IM and RK Policies and MAF
2. Recordkeeping (Year 1 – ongoing)
  - Continue to mature record keeping via implementation of the approved Recordkeeping Implementation Plan (RKIP) that is expected to address the majority of compliance issues.Aligned with IM and RK Policies and MAF

The two priorities above were chosen primarily to increase overall compliance with IM Policy, Recordkeeping Policy and increase MAF score. These priorities are foundational elements to having a mature IM program and will increase our ability to be considered mature based on the above Building Blocks for a Mature Practice for IM and RK Policy Instruments and Toolset block.

See [Recordkeeping Implementation Plan – Update for Fiscal Year 2015-2016](#) (November 2015). See also [RKAT Results 2015-2016](#).

3. IM tool sets (Year 1-2):
  - Identify and rationalize parallel IM systems and strategies for migrating users and info to GCDOCSAligned to the above Building Blocks for a Mature Practice for IM and RK Policy Instruments and Toolset block. In order to be successful, SSC requires the identification and rationalization of IM toolsets, particularly since SSC employees reside on multiple departmental networks with various legacy tools being used.
4. Support awareness (of IM and security) (Year 1 – ongoing):
  - SSC-wide IM awareness campaign, including a campaign incorporating IM and security aspects.

Aligned with Building Blocks for a Mature Practice .The purpose is to provide awareness on SSC IM Roadmap, IM and RK Policy Instruments and toolsets. This is determined to be a priority in order to successfully implement IM policies, IM toolsets, and educate staff on IM and tool usage.

5. Support Information Security and Data Loss Prevention (DLP) (Year 2):

- IM's efforts in training and awareness directly supports DLP:
  - Education around proper classification of documents/information; and
  - Education around access restrictions.
- IM's Support Team will be the primary liaison with OPIs when contraventions to DLP directives surface:
  - Provide advice and guidance to OPI's team on better practices.

Supports the IM Vision statement in regards to a secure environment (ie. low levels of data loss, corruption or misuse).

6. Support Open Government Implementation (Year 2):

- Active involvement in defining, publishing, and managing datasets made available to the public. *See Open Government Implementation Plan for a description of IM's roles and responsibilities.*

In line with the core elements of Treasury Board of Canada's Enterprise Information Management Framework.

7. IM Services Framework (Year 2):

- Gap analysis between Government of Canada framework and current state followed by a plan and required activities to fill those gaps.

This priority will enable us to be considered mature based on the above Building Blocks for a Mature Practice for IM and RK Policy Instruments and Toolset.

8. IM Performance Measurement (Year 2):

- Approach, business process and tools to monitor and report on performance of IM, including GCDOCS.

This is a key priority to enable us to be considered mature based on the above Building Blocks for a Mature Practice for IM and RK Policy Instruments and Toolset block.

Determining and monitoring on performance allows SSC to understand the level of maturity, the gaps, and increase compliance as well as address areas that require attention.

### 6.5.2 Year 2 & 3 - 2017-2018

Focus will be on implementing and maturing the IM Services Framework with the view of achieving the following:

- Optimize information handling, sound IM rules and practices, IM program management, IM capability and capacity, and IM community and culture;

- Mature IM capability and sustained IM capacity to ensure effective tools and a community of motivated, skilled people are available to support information handling, promulgate rules and practices and manage the IM program;
- Continuously improve processes;
- Promote stewardship as being the responsibility of the business client; and,

And lastly, with the implementation of the priorities above, SSC is expected to be considered mature in the final building block Infrastructure and Resources to Stabilize and Scale/Mature.

In summary, by focusing on the priorities above, SSC will be able to achieve its IM Program's ultimate outcome which is sound information stewardship fully supporting the Government of Canada's IM policy and Open Government initiative, as well as corporate planning and reporting initiatives including financial reporting and performance measurement. With the implementation of the priority deliverables, SSC is expected to be fully mature according to the Building Blocks for a Mature Practice, compliant with TBS IM Policies and be in a position to using SSC information and data as a strategic asset in order to augment and inform evidence-based decision making.

## **7 Performance Measurement**

SSC's IM Plan 2015-2018 is supported by SSC's Performance Measurement Framework. At the core of this framework is an IM Logic Model that includes a number of indicators to track progress towards:

- Information stewardship;
- SSC's employee and managers readily practicing sound management of information;
- IM goals;
- IM objectives; and,
- Multi-year initiatives including recordkeeping and open government.

IM is positioned to enable effective program delivery and the achievement of their outcome by monitoring IM performance and metric.

*See Appendix II for Key Performance Indicators to be used to report on IM in 2015-2016. Indicators may change as the program matures.*

## **8 Monitoring, Maintaining and Reporting**

Monitoring and reporting on performance and IM compliancy is an ongoing responsibility of the IM group within EIS. This group will identify achievements as well

as areas requiring improvement. The following methods are used to monitor and report on IM performance and compliancy:

- IM Support Desk monthly stats on throughput of support requests, requests for IM services and support, and support for toolset/system administration activities/requests;
- Dashboard highlighting IM support request trends to help the IM Program recommend areas for improvement and/or future investment (\$, people, effort, etc.);
- Regular assessment and reporting on information within SSC and indicators/reporting on information stored in approved corporate repositories vs non-approved repositories (ie. shared drives, other systems, etc.);
- Annual reporting on disposition activities; and,
- Annual reporting on the “health” of the IM Program via MAF and RKAT reporting to TBS.

## 9 Approvals

The IM Strategy 2015-2018 was developed by Enterprise and Information Services within the CIO.

Approval is required by SSC’s IM governance committees prior to approval by the Deputy Head as outlined in MAF requirements.

## 10 IM Roles and Responsibilities

Role	Responsibility
<b>President Deputy Head</b>	<ul style="list-style-type: none"> <li>▪ Effective management of information and technology throughout their departments;</li> <li>▪ Ensuring that departmental programs and services integrate information management requirements into development, implementation, evaluation, and reporting activities;</li> <li>▪ Ensuring that decisions and decision-making processes are documented to account for and support the continuity of departmental operations, permit the reconstruction of the evolution of policies and programs, and allow for independent evaluation, audit, and review;</li> <li>▪ Ensuring that information is shared within and across departments to the greatest extent possible, while respecting security and privacy requirements;</li> <li>▪ Ensuring that all information is managed to respect user agreements, licensing conditions, or both and for ensuring the relevance, authenticity, quality, and cost-effectiveness of the information for as long as it is required to meet operational needs and accountabilities;</li> </ul>

Role	Responsibility
	<ul style="list-style-type: none"> <li>▪ Ensuring electronic systems are the preferred means of creating, using, and managing information;</li> <li>▪ Ensuring departmental participation in setting government-wide direction for information and recordkeeping;</li> <li>▪ Designating a senior official to represent the deputy head to the Treasury Board of Canada Secretariat;</li> <li>▪ Establishing, measuring and reporting on a departmental program or strategy for the improvement of the management of information;</li> <li>▪ Ongoing performance measurement of the management of information and technology; and</li> <li>▪ Informing the Treasury Board of Canada Secretariat of their departments' participation in developing national and international information management standards as those activities relate to this policy.</li> </ul>
<b>CIO Information Management Senior Officer</b>	<ul style="list-style-type: none"> <li>• Coordinating, promoting and directing information management within the department. The designated senior executive is responsible for ensuring the appropriate management direction, processes and tools are in place to efficiently manage information under the control of the department to support the department's business and to retain the quality of information throughout the information life cycle by:</li> <li>• Participating in GC IM committees and ensuring participation from their department in the development and implementation of government-wide policy instruments;</li> <li>• Ensuring IM requirements are addressed during departmental strategic planning;</li> <li>• Advising the designated senior executive for the department who is responsible for information technology (IT), on information management requirements and objectives;</li> <li>• Ensuring IM requirements are addressed during the planning phase of departmental program and system design;</li> <li>• Ensuring that adequate information management governance and accountability structures are in place throughout the department and that the accountability structures are clearly defined when information is shared with other federal government departments, other governments or non-governmental organizations;</li> <li>• Coordinating resources and implementation of departmental information management activities including: service delivery, internal development of policy instruments, training and development for staff, as well as building awareness;</li> <li>• Identifying, addressing and monitoring departmental information management resource and training requirements;</li> <li>• Ensuring the effectiveness of the IM policy and its instruments is regularly assessed against objectives within the department (e.g., every three years);</li> </ul>



Role	Responsibility
	<ul style="list-style-type: none"> <li>• Adopting, as applicable, government-wide solutions for IM within their respective departments; and,</li> <li>• Advising Treasury Board Secretariat (TBS) of any impact that new or amended legislation and policies will have on departmental IM.</li> </ul>
<b>Director of Enterprise and Information Services</b>	<ul style="list-style-type: none"> <li>• Responsible for the SSC IM Program and the SSC Enterprise Services Program; and,</li> <li>• Oversight of the IM Program’s operational mandate and reporting on success/compliance.</li> </ul>
<b>Manager of Information Management</b>	<ul style="list-style-type: none"> <li>• Responsible for managing the program including: IM Support, account maintenance, information life cycle management (ILCM), and GCDOCS support and transition teams, their operational activities, services delivered, and the quality of their output in support of the SSC IM Program;</li> <li>• Serves as single central point of contact on IM within SSC;</li> <li>• Tracks progress on IM activities, deliverables, and performance measures;</li> <li>• Provides IM awareness, training, coaching and advice;</li> <li>• Liaises with SSC ATIP, SSC Security;</li> <li>• Liaises with Library and Archives, Treasury Board and other IM champions within GC; and</li> <li>• Liaises with the Open Government Coordinator.</li> </ul>
<b>SSC employees</b>	<ul style="list-style-type: none"> <li>• Applying GC and departmental information management policy, standards, procedures to support their department's business;</li> <li>• Documenting their activities and decisions and filing in SSC corporate repository - GCDOCS</li> <li>• Identifying information requirements and issues to managers and functional specialists; and</li> <li>• Treating departmental information in accordance with access, privacy and security requirements.</li> </ul>
<b>SSC managers</b>	<ul style="list-style-type: none"> <li>• Analyzing business processes and conveying information requirements to information management functional specialists;</li> <li>• Applying information management policy, standards, procedures to ensure the authenticity and integrity of the information;</li> <li>• Ensures information management components are included in any business or operational planning;</li> <li>• Identifying information issues and requirements to information management functional specialists;</li> <li>• Ensuring employees understand and apply effective information management in day-to-day operations;</li> <li>• Ensuring information management requirements are included in terms and conditions for contractors and performance measurement assessments for employees; and</li> </ul>

Role	Responsibility
	<ul style="list-style-type: none"> <li>• Ensuring that appropriate arrangements are put in place for the management of information received from other federal departments and agencies and others outside of the federal government (e.g., private citizens, the private sector and other jurisdictions).</li> </ul>
<b>IM Functional Specialists</b>	<ul style="list-style-type: none"> <li>• Implementing government-wide policies, directives and standards; developing departmental information management initiatives;</li> <li>• Developing and delivering information management services, advice and training and awareness sessions to departmental personnel;</li> <li>• Supporting integration of IM requirements into departmental business and information technology strategies and plans;</li> <li>• Collaborating with program managers to address information life cycle requirements in the development and operation of processes, systems, standards and tools; and</li> <li>• Analyzing newly introduced or changed legislation, policies and standards for IM impact.</li> </ul>
<b>IM Coaches</b>	<p>The purpose of the GCDOCS Coaches community is to ensure that all SSC branches/directorates/divisions and regions have a designated representative to help and guide colleagues regarding GCDOCS usage, tips, tools and IM best practices. The role of each Coach is to support users by:</p> <ul style="list-style-type: none"> <li>• Assisting colleagues with answers to common questions on GCDOCS;</li> <li>• Acting as intermediate and bringing to the GCDOCS community the concerns, doubts and suggestions made by each directorate;</li> <li>• Supporting their colleagues with the transition to GCDOCS; and</li> <li>• Ensuring their directorate is kept informed of IM activities and best practices.</li> </ul>

## 11 IM Services Team Functions

### Manager, IM Section:

1. IM Support Team:
  - IM Change, Release Incident:
    - Manage the Internal IM Change and Release Management Process
    - Chair and participate in the CCB.

- Receive and log all change requests, schedule for release and consult with key stakeholders.
  - IM Tools Solutions:
    - Business analysis for the development, implementation and management of information architecture within GCDOCS system.
    - Including release of new features, integration with other business systems.
  - IM Support Desk:
    - Liaising with service provider on GCDOCS incidents, providing next level advice and guidance on IM support requests.
    - Ensuring new procedures documented.
    - Participating in testing.
    - Develop account management policy.
    - Responding to and troubleshooting Support desk requests.
    - Providing advice and guidance to clients on implementation of IM practices and GCDOCS usage.
2. Engagement & Awareness Team:
- Awareness and Training:
    - Analysis for the development and delivery of IM and the GCDOCS training and awareness sessions.
    - Participate in the development of Communications Plan, Training and Awareness Strategy, and IM Coaching sessions.
    - Scheduling and coordinating training, awareness and coaching sessions.
    - Maintain material for awareness.
  - Engagement and Communications:
    - Development and maintenance of Communications Plan.
    - Ensuring effective communications for IM Program.
    - Maintaining communications materials.
    - Engaging and consulting with clients/ other IM teams in regards to IM program and products.
3. IM Lifecycle:
- File Plan Management:
    - Analysis for the development and delivery of departmental IM File Plan.
    - Maintain strategic linkages and consultation channels within the Branch, Department, other government departments and agencies for Functional File Plan.
    - Gather requirements and implement file plan for clients.
  - Retention and Disposition:
    - Analysis for the development and delivery of departmental R&D Plan.
    - Maintains strategic linkages and consultation channels within the Branch, Department and Library and Archives Canada and agencies

- for research program (Gathers requirements guides on the implementation of R&D in the department).
  - Maintains IRBV inventory.
  - QA / Monitoring:
    - Monitoring and QA of records and document management system for compliance with policies (File Plan, Privacy, Security, etc).
    - Responding and logging privacy breaches, statistics, assistance with completing TBS RKAT.
4. IM Policy & Strategy:
- Development of Enterprise IM Strategy, IM Policy instruments and Strategic Plans.
  - MAF Compliance reporting and Directive on Recordkeeping.
  - Supporting implementation of enterprise information management solutions (e.g. GCDOCS & Email Transformation Initiative) in partnership with service delivery departments.
  - Providing strategic advice and recommendations to management related to Strategic Policy, Policy development and interpretation.
  - Participating on intergovernmental committees for strategic development of IM best practices and solutions.

## **12 Current State IM Tools and Applications**

GCDOCS is the current official corporate repository for managing SSC IRBVs.

## **13 IM Engagement, Awareness and Training**

### **IM Engagement**

The purpose of IM Engagement is to ensure streamlined onboarding of IM best practices and GCDOCS for clients. It includes development of processes and checklists to ensure all IM component requirements are provided to clients (accounts, file plan, tools, training, etc.) and pertinent information received from them. The IM engagement team ensures consultation with clients and business units as required for effective and efficient information management.

### **IM Awareness**

The purpose of IM awareness is to increase employee awareness, and provide advice and guidance on efficient and effective Information Management practices across the Department in support of program and service delivery.

Awareness activities are most commonly communicated through internal communications and working groups and department-wide information sessions. The Information Management Champions Network (IMCN – internal to SSC) is one of the

communities currently used to promote ongoing and upcoming Information Management practices and procedures.

The IM Team is currently identifying IM communities of practice to further educate, engage, and collaborate within SSC and Government of Canada.

On an ongoing basis, the IM Division develops and maintains current and accurate Extranet content on IM, RK and GCDOCS programs and initiatives.

An Awareness Strategy will be developed on a fiscal year basis and reviewed/modified to include IM trends as required.

The IM Team collaborates with Security and ATIP in developing training and awareness.

### **Training on Information Management**

Host individual and group training sessions on the management of information to SSC employees. Upon individual request, an IM professional will provide advice and guidance on managing corporate information in support of SSC's mandate and internal initiatives.

### **Training on File Classification**

Training on Function-based file classification methodology is provided to enhance the fundamental knowledge of the SSC File Classification Plan.

### **Training for GCDOCS**

The IM Division offers various types of training for GCDOCS.

GCDOCS Online training is offered by the Canada School of Public Service (**Online Self-Paced GCDOCS Fundamentals (I010)**) and is available to all employees and contractors.

The various training courses offered in-house are as follows:

- 1. Getting Started with GCDOCS Workshop**

This basic one-hour session is designed to provide users with the fundamental knowledge necessary to start using GCDOCS for storing, sharing and managing information;

- 2. GCDOCS Advanced Training**

This session is tailored to the specific requirements of a work unit and is designed to provide employees with more in-depth knowledge on using the more advanced features in GCDOCS and in response to misfiles and privacy breaches;

### **3. GCDOCS Coaching Workshop**

This workshop is intended for employees who have been selected as **GCDOCS coaches**. This three-hour workshop provides hands-on practice with GCDOCS' functions; and

#### **GCDOCS Executive Tutorial**

This one hour session is intended for directors (or above) and it is strongly suggested that their administrative staff attend as well.

## 14 Appendix I: Government of Canada IM Services Framework with Services Outputs

The table below provides sample outputs generated by IM services. This table was extracted from the Government of Canada Profile of Information Management Services (draft V3; updated March 31, 2015).

As per the strategy outlined in this document, efforts in 2015-2018 are to align with this framework to the extent possible.

<b>ILC or Overarching Practice / Service Grouping</b>	<b>Document Management Services</b>	<b>Data Management Services</b>	<b>Web Content Management Services</b>	<b>Library Services</b>	<b>Archival Services</b>
<b>Strategic Alignment and Integration</b>	<ul style="list-style-type: none"> <li>• Practices and controls ensuring alignment to other policy frameworks</li> <li>• Practices and controls ensuring alignment Values and Ethics Code for the Public Sector and institutional code of conduct</li> <li>• IM governance structures</li> <li>• Information governance models and decision processes</li> <li>• Information architecture</li> </ul>	<ul style="list-style-type: none"> <li>• Practices and controls ensuring alignment to other policy frameworks</li> <li>• Practices and controls ensuring alignment Values and Ethics Code for the Public Sector and institutional code of conduct</li> <li>• IM governance structures</li> <li>• Information governance models and decision processes</li> <li>• Information architecture</li> </ul>	<ul style="list-style-type: none"> <li>• Practices and controls ensuring alignment to other policy frameworks</li> <li>• Practices and controls ensuring alignment Values and Ethics Code for the Public Sector and institutional code of conduct</li> <li>• IM governance structures</li> <li>• Information governance models and decision processes</li> <li>• Information architecture</li> </ul>	<ul style="list-style-type: none"> <li>• Practices and controls ensuring alignment to other policy frameworks</li> <li>• Practices and controls ensuring alignment Values and Ethics Code for the Public Sector and institutional code of conduct</li> <li>• IM governance structures</li> <li>• Information governance models and decision processes</li> <li>• Information architecture</li> </ul>	<ul style="list-style-type: none"> <li>• Practices and controls ensuring alignment to other policy frameworks</li> <li>• Practices and controls ensuring alignment Values and Ethics Code for the Public Sector and institutional code of conduct</li> <li>• IM governance structures</li> <li>• Information governance models and decision processes</li> <li>• Information architecture</li> </ul>

<b>ILC or Overarching Practice / Service Grouping</b>	<b>Document Management Services</b>	<b>Data Management Services</b>	<b>Web Content Management Services</b>	<b>Library Services</b>	<b>Archival Services</b>
	<ul style="list-style-type: none"> <li>• Information workflows</li> <li>• Conventions for IRBV creation and acquisition</li> <li>• Function-based classification structures</li> <li>• Metadata definitions and standards</li> <li>• Institutional controlled vocabularies</li> <li>• IM functional and system requirements</li> <li>• Performance management framework</li> </ul>	<ul style="list-style-type: none"> <li>• Information workflows</li> <li>• Conventions for IRBV creation and acquisition</li> <li>• Function-based classification structures</li> <li>• Metadata definitions and standards</li> <li>• Institutional controlled vocabularies</li> <li>• IM functional and system requirements</li> <li>• Performance management framework</li> </ul>	<ul style="list-style-type: none"> <li>• Information workflows</li> <li>• Conventions for IRBV creation and acquisition</li> <li>• Function-based classification structures</li> <li>• Metadata definitions and standards</li> <li>• Institutional controlled vocabularies</li> <li>• IM functional and system requirements</li> <li>• Performance management framework</li> </ul>	<ul style="list-style-type: none"> <li>• Information workflows</li> <li>• Conventions for IRBV creation and acquisition</li> <li>• Function-based classification structures</li> <li>• Metadata definitions and standards</li> <li>• Institutional controlled vocabularies</li> <li>• IM functional and system requirements</li> <li>• Performance management framework</li> </ul>	<ul style="list-style-type: none"> <li>• Information workflows</li> <li>• Conventions for IRBV creation and acquisition</li> <li>• Function-based classification structures</li> <li>• Metadata definitions and standards</li> <li>• Institutional controlled vocabularies</li> <li>• IM functional and system requirements</li> <li>• Performance management framework</li> </ul>
<b>Information Management Planning</b>	<ul style="list-style-type: none"> <li>• Document management (DocM) strategy, roadmap, or plan</li> <li>• Identification and assessment of DocM and</li> </ul>	<ul style="list-style-type: none"> <li>• Data management (DM) strategy, roadmap, or plan</li> <li>• Identification and assessment of DM and business needs</li> </ul>	<ul style="list-style-type: none"> <li>• Web content management (WCM) strategy, roadmap, or plan</li> <li>• Identification and assessment of WCM and</li> </ul>	<ul style="list-style-type: none"> <li>• Library management plan</li> <li>• Identification and assessment of client needs in relation to published material</li> </ul>	<ul style="list-style-type: none"> <li>• Appraisal assessment criteria of which IRBVs have enduring value</li> <li>• Availability requirements</li> </ul>



<b>ILC or Overarching Practice / Service Grouping</b>	<b>Document Management Services</b>	<b>Data Management Services</b>	<b>Web Content Management Services</b>	<b>Library Services</b>	<b>Archival Services</b>
	<ul style="list-style-type: none"> <li>business needs</li> <li>• Electronic and non-electronic document types lists</li> <li>• DocM-specific metadata and controlled vocabularies lists</li> <li>• Document risk profiles</li> <li>• DocM Internal policies and procedures</li> <li>• Document retention periods</li> <li>• Document disposition procedures</li> <li>• DocM-specific performance indicators</li> </ul>	<ul style="list-style-type: none"> <li>• Data and metadata types lists</li> <li>• DM-specific metadata and controlled vocabularies lists</li> <li>• Data risk profiles</li> <li>• DM internal policies and procedures</li> <li>• Data retention periods</li> <li>• Data disposition procedures</li> <li>• DM-specific performance indicators</li> </ul>	<ul style="list-style-type: none"> <li>business needs</li> <li>• Identification of required information structures</li> <li>• Web content types lists</li> <li>• WCM-specific metadata and controlled vocabularies lists</li> <li>• Web content risk profiles</li> <li>• WCM internal policies and procedures</li> <li>• Web content retention periods</li> <li>• Web content disposition procedures</li> <li>• WCM-specific performance indicators</li> </ul>	<ul style="list-style-type: none"> <li>• Internal library policies and procedures</li> <li>• Collection development criteria</li> <li>• Library-specific performance indicators</li> </ul>	<ul style="list-style-type: none"> <li>• Preservation requirements</li> <li>• Archives-specific performance indicators</li> </ul>
<b>Information Collection, Creation, Receipt,</b>	<ul style="list-style-type: none"> <li>• Designated corporate repositories and</li> </ul>	<ul style="list-style-type: none"> <li>• Designated corporate repositories and</li> </ul>	<ul style="list-style-type: none"> <li>• Designated corporate repositories populated</li> </ul>	<ul style="list-style-type: none"> <li>• Institutional libraries of electronic and non-</li> </ul>	<ul style="list-style-type: none"> <li>• Designated corporate and GC-wide</li> </ul>

<b>ILC or Overarching Practice / Service Grouping</b>	<b>Document Management Services</b>	<b>Data Management Services</b>	<b>Web Content Management Services</b>	<b>Library Services</b>	<b>Archival Services</b>
<b>and Capture</b>	facilities populated with IRBVs <ul style="list-style-type: none"> <li>•Duty to document procedures</li> <li>•Digitization procedures</li> <li>•Guidance on quality information</li> </ul>	facilities populated with datasets of business value <ul style="list-style-type: none"> <li>•Duty to document procedures</li> <li>•Metadata registry / repository populated</li> <li>•Quality of information guidance</li> </ul>	with Web content of business value <ul style="list-style-type: none"> <li>•Duty to document procedures</li> <li>•Quality of information guidance</li> </ul>	electronic library material <ul style="list-style-type: none"> <li>•Quality of information guidance</li> </ul>	repositories populated with Institution's information resources of enduring value (IREV) <ul style="list-style-type: none"> <li>•Digitization procedures</li> <li>•Quality of information guidance</li> </ul>
<b>Information Organization</b>	<ul style="list-style-type: none"> <li>•Inventory of IRBVs</li> <li>•Descriptions of IRBVs</li> <li>•Application of DocM-specific metadata schemas and controlled vocabularies</li> </ul>	<ul style="list-style-type: none"> <li>•Inventory of datasets</li> <li>•Descriptions of datasets</li> <li>•Application of DM-specific metadata schemas and controlled vocabularies</li> </ul>	<ul style="list-style-type: none"> <li>•Inventory of Web content</li> <li>•Descriptions of Web content</li> <li>•Application of WCM-specific metadata schemas and controlled vocabularies</li> <li>•Web information architecture</li> </ul>	<ul style="list-style-type: none"> <li>•Library catalogue</li> <li>•Application of library-specific metadata schemas and controlled vocabularies</li> </ul>	<ul style="list-style-type: none"> <li>•Inventory of IREVs</li> <li>•Descriptions of IREVs</li> <li>•Application of archives-specific metadata schemas and controlled vocabularies</li> </ul>
<b>Information Use and Dissemination</b>	<ul style="list-style-type: none"> <li>•Practices and controls for the retrieval, discovery, access,</li> </ul>	<ul style="list-style-type: none"> <li>•Practices and controls for the retrieval, discovery, access,</li> </ul>	<ul style="list-style-type: none"> <li>•Practices and controls for the retrieval, discovery, access,</li> </ul>	<ul style="list-style-type: none"> <li>•Practices and controls for the retrieval, discovery, access,</li> </ul>	<ul style="list-style-type: none"> <li>•Practices and controls for the retrieval, discovery, access,</li> </ul>

<b>ILC or Overarching Practice / Service Grouping</b>	<b>Document Management Services</b>	<b>Data Management Services</b>	<b>Web Content Management Services</b>	<b>Library Services</b>	<b>Archival Services</b>
	<p>use, dissemination, and public release of IRBVs</p> <ul style="list-style-type: none"> <li>• Support to business intelligence and decision-making</li> </ul>	<p>use, dissemination, and public release of datasets of business value and metadata</p> <ul style="list-style-type: none"> <li>• Support to business intelligence and decision-making</li> </ul>	<p>use, dissemination, and public release of Web content of business value</p> <ul style="list-style-type: none"> <li>• Support to business intelligence and decision-making</li> </ul>	<p>use, dissemination, and public release of library material</p> <ul style="list-style-type: none"> <li>• Access to external libraries' material through interlibrary loans</li> <li>• Support to business intelligence and decision-making</li> <li>• Identification and creation of search strategies and methodologies</li> <li>• Cost effective search and retrieval of published business information</li> </ul>	<p>use, dissemination, and public release of IREVs</p> <ul style="list-style-type: none"> <li>• Lend of archival information for research, education, exhibitions purposes</li> </ul>
<b>Information Maintenance, Protection and</b>	<ul style="list-style-type: none"> <li>• Practices and controls for the access to and security of</li> </ul>	<ul style="list-style-type: none"> <li>• Practices and controls for the access to and security of</li> </ul>	<ul style="list-style-type: none"> <li>• Practices and controls for the access to and security of</li> </ul>	<ul style="list-style-type: none"> <li>• Practices and controls for the access to and security of</li> </ul>	<ul style="list-style-type: none"> <li>• Practices and controls for the access to and security of</li> </ul>

<b>ILC or Overarching Practice / Service Grouping</b>	<b>Document Management Services</b>	<b>Data Management Services</b>	<b>Web Content Management Services</b>	<b>Library Services</b>	<b>Archival Services</b>
<b>Preservation</b>	non-electronic and electronic document repositories <ul style="list-style-type: none"> <li>• Practices and controls for the access to, security, and privacy of IRBVs</li> <li>• Practices and controls for the ownership, privacy, confidentiality, and security of open documents</li> <li>• IRBV retention periods</li> <li>• IRBVs in new formats and/or media</li> <li>• Practices and controls for the long-term availability of IRBVs</li> <li>• Practices and</li> </ul>	non-electronic and electronic data repositories <ul style="list-style-type: none"> <li>• Practices and controls for the access to, security, and privacy of datasets of business value</li> <li>• Practices and controls for the ownership, privacy, confidentiality, and security of open data</li> <li>• Data and metadata retention periods</li> <li>• Datasets of business value in new formats and/or media</li> <li>• Practices and controls for the long-term</li> </ul>	Web content repositories <ul style="list-style-type: none"> <li>• Practices and controls for the access to, security, and privacy of Web content of business value</li> <li>• Practices and controls for the ownership, privacy, confidentiality, and security of open information and data on the Web</li> <li>• Web content retention periods applied</li> <li>• Web content of business value in new formats and/or media</li> <li>• Practices and</li> </ul>	non-electronic and electronic library repositories <ul style="list-style-type: none"> <li>• Practices and controls for the access to, security, and privacy of library material</li> <li>• Protection of copyrights and intellectual property</li> <li>• Library material retention periods applied</li> <li>• Library material in new formats and/or media</li> <li>• Practices and controls for the long-term availability of library material</li> <li>• Practices and</li> </ul>	non-electronic and electronic archival repositories <ul style="list-style-type: none"> <li>• Practices and controls for the access to, security, and privacy of IREVs</li> <li>• Practices and controls for the ownership, privacy, confidentiality, and security of open archival material</li> <li>• IREVs in new formats and/or media</li> <li>• Practices and controls for the long-term availability of IREVs</li> <li>• Practices and controls for the long-</li> </ul>

<b>ILC or Overarching Practice / Service Grouping</b>	<b>Document Management Services</b>	<b>Data Management Services</b>	<b>Web Content Management Services</b>	<b>Library Services</b>	<b>Archival Services</b>
	controls for the long-term preservation of IRBVs	availability of datasets of business value <ul style="list-style-type: none"> <li>• Practices and controls for the long-term preservation of datasets of business value</li> </ul>	controls for the long-term availability of Web content of business value <ul style="list-style-type: none"> <li>• Practices and controls for the long-term preservation of Web content of business value</li> </ul>	controls for the long-term preservation of library material	term preservation of IREVs
<b>Information Disposition</b>	<ul style="list-style-type: none"> <li>• Practices and controls for authorized destruction or alienation of IRBVs</li> <li>• Transfer of IREVs to LAC</li> <li>• Documented disposition reports</li> <li>• Practices and controls to downgrade IRBV security classification before</li> </ul>	<ul style="list-style-type: none"> <li>• Practices and controls for authorized destruction or alienation of datasets of business value</li> <li>• Transfer of datasets of enduring value to LAC</li> <li>• Documented disposition reports</li> <li>• Practices and controls to downgrade</li> </ul>	<ul style="list-style-type: none"> <li>• Practices and controls for authorized destruction or alienation of Web content of business value</li> <li>• Web harvesting</li> <li>• Documented disposition reports</li> <li>• Practices and controls for Web content</li> </ul>	<ul style="list-style-type: none"> <li>• Practices and controls for authorized destruction, transfer to LAC, or alienation of library material</li> </ul>	<ul style="list-style-type: none"> <li>• Transfer of IREVs to LAC (if IREVs were kept within the institution)</li> <li>• Disposition authorization issued by LAC</li> <li>•</li> </ul>

<b>ILC or Overarching Practice / Service Grouping</b>	<b>Document Management Services</b>	<b>Data Management Services</b>	<b>Web Content Management Services</b>	<b>Library Services</b>	<b>Archival Services</b>
	transfer to LAC	dataset security classification before transfer to LAC	archiving online		
<b>Information Management Evaluation</b>	<ul style="list-style-type: none"> <li>• Assessment of DocM strategy, roadmap, or plan</li> <li>• Report on performance against indicators</li> </ul>	<ul style="list-style-type: none"> <li>• Assessment of DM strategy, roadmap, or plan</li> <li>• Report on performance against indicators</li> </ul>	<ul style="list-style-type: none"> <li>• Assessment of WCM strategy, roadmap, or plan</li> <li>• Report on performance against indicators</li> </ul>	<ul style="list-style-type: none"> <li>• Assessment of library management strategy, roadmap, or plan</li> <li>• Report on performance against indicators</li> </ul>	<ul style="list-style-type: none"> <li>• Assessment of appraisal criteria, and availability and requirements</li> <li>• Report on performance against indicators</li> </ul>
<b>Training and Awareness</b>	<ul style="list-style-type: none"> <li>• IM training and awareness needs assessment</li> <li>• IM training and awareness products</li> <li>IM training and awareness delivery</li> </ul>	<ul style="list-style-type: none"> <li>• IM training and awareness needs assessment</li> <li>• IM training and awareness products</li> <li>IM training and awareness delivery</li> </ul>	<ul style="list-style-type: none"> <li>• IM training and awareness needs assessment</li> <li>• IM training and awareness products</li> <li>IM training and awareness delivery</li> </ul>	<ul style="list-style-type: none"> <li>• IM training and awareness needs assessment</li> <li>• IM training and awareness products</li> <li>IM training and awareness delivery</li> </ul>	<ul style="list-style-type: none"> <li>• IM training and awareness needs assessment</li> <li>• IM training and awareness products</li> <li>IM training and awareness delivery</li> </ul>

**15 Appendix II: IM Logic Model**

Ultimate Outcome

- Improved stewardship of information within SSC

## Intermediate Outcomes

- Improve Alignment of IM activities
- Increase compliance with IM Policy instruments
- Reduce redundancies and duplication in investments
- Adopt common or shared IM services
- Leverage innovation and expertise
- Address IM skills and capacity issues

## Immediate Outcomes

- Increased access by SSC management and staff to the IM infrastructure needed to apply IM practices, policies and directives
- Improved ability to manage information according to TBS IM policies and directives
- Increased awareness amongst SSC management and employees on the requirements and benefits of ensuring sound IM practices

## Outputs

- Better IM infrastructure
- Better IM policy and governance
- Better IM training
- Better IM advice

## TBS Enterprise IM Framework

- Enterprise Architecture and Data Governance
- IM Tools and Applications
- Policy and Governance
- People and Capacity

## Multi-Year Initiatives

- Recordkeeping
- GCDOCS
- Open Data
- Business Intelligence and Data Analytics

Please note: SSC is undergoing initiatives to produce Performance Measurement Frameworks including logic model and Key Performance Indicators for internal services in 2016-2017. This logic model may be revised as a result of this exercise.

## 16 Annex III: Key Performance Indicators

See *IM Performance Framework Tool* for more info. Also note, a *IM Performance Measurement Framework* to be developed and implemented in Fiscal Year 2016-2017.

#	Key Performance Area	Key Performance Indicator	Metric
1	IM Tools and Applications	<i>Scope of GCDOCS implementation (retention and disposition).</i>	GCDOCS is fully deployed.
2	Information Handling and Delivery	Records retention and disposition effectiveness.	Amount of records (in gigabytes) stored in GCDOCS per month.
3	Information Handling and Delivery	Records retention and disposition effectiveness.	Total volume of electronic records maintained in GCDOCS/EDRMS per month.
4	Information Handling and Delivery	Records retention and disposition effectiveness.	Rate of growth of email records stored in GCDOCS/EDRMS per month.
5	Information Handling and Delivery	Rate of information-sharing.	Percentage of information holdings available publically (open government).
6	People & Capacity	Reach of IM awareness (communications).	A comprehensive communications plan is approved by senior management, and implemented.
7	People & Capacity	Reach of IM awareness (communications).	An IM Communication Strategy is in place.
8	People & Capacity	Reach of IM awareness (communications).	Number of employees who have attended an IM awareness session per month.
9	People & Capacity	Reach of IM training.	Number of employees who have taken advanced training on GCDOCS/EDRMS.
10	People & Capacity	Reach of IM training.	Number of functional specialists who have taken



			records management training on GCDOCS/EDRMS.
<b>11</b>	People & Capacity	Reach of IM training.	Number of employees trained on IM roles and responsibilities per month.
<b>12</b>	People & Capacity	Strength of human resource (capacity)	IM Functional Specialists to Employee ratio per year.
<b>13</b>	Policy & Governance	Strength of IM/RK governance	An approved IM governance structure exists with roles and responsibilities clearly established. (Y/N)
<b>14</b>	Policy & Governance	Strength of IM/RK governance	IM strategy approved by senior management. (Y/N)
<b>15</b>	Policy and Governance	Strength of IM/RK performance measurement (monitoring & evaluation)	An approved performance measurement program is in place and regular reports are submitted to senior mgt. (Y/N)
<b>16</b>	Policy & Governance	Strength of IM/RK performance measurement (monitoring & evaluation)	RKAT Maturity Score.