Office of the Chief Information Officer
Province of British Columbia

Information Access Operations:
Target Business Operations Design

Draft v1.1
2009-05-04

Approvals

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Revision History

Version	Date	Changed By	Description of Change
1.1	2009-05-04	Marland Grove	Updated as per comments from Dave Nikolejsin

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1.0 Document Purpose

This document describes the business operations of the Information Access Operations Branch created in the Office of the Chief Information Officer (OCIO) to:

- <u>Promote</u> the appropriate access to and release of government information to citizens;

- <u>Improve</u> performance (timeliness and quality) of Freedom of Information access services across government;

- <u>Create</u> a consistent and standardized records management function across government, supported by a corporate electronic records solution; and

- <u>Improve</u> alignment between privacy and security-related information protection functions within the provincial government.

The document provides an overview of the strategic business context and the approved "concept of business" for the new Information Access Operations (IAO).

The document then defines, to a mid-level of design detail, the proposed model for the delivery of IAO services.

Through ADMCCS there is a client ministry representative on the organization design team, membership also includes Public Service Agency, LCS Strategic HR, OCIO, IAO and DMIP representatives. All members provided input in developing this document. The foundation of our target business design is the Business Transformation and Enablement Program, a set of best practices developed by the government of Canada and presented to the team by Russ Grabb.

This service delivery model is presented at a mid-level of detail based on the assumptions that:

- this document is a *business operations design* and not an *organizational design*;
- a separate *organizational design* exercise will be conducted;
- development of the IAO will be an iterative and consultative process;
- final designs for the business operations of the IAO will take into consideration all stakeholder concerns, and reflect real-world constraints and practical realities;
- nothing prevents stakeholders, service designers or future service providers from identifying target groups and service offerings not already considered; and
- the primary purpose of this document is to guide executive decision-making and deliver the outcome-based *North-Star* aiming point for IAO implementation.

A separate suite of *Project Management Institute* compliant project management plans will be developed by the IAO Transition Team to address critical issues such as:

- change, transition and implementation management;
- strategic communications and stakeholder engagement; and
- on-time, on-plan, on-quality and on-budget implementation of the IAO.

2.0 Strategic Business Context

2.1 BC Government Agenda

The Government of British Columbia (the government) has set a challenging agenda to achieve *Five Great Goals* addressing: a) education and literacy; b) healthy living; c) systems of support; d) environmental management; and e) job creation. This agenda is further fortified by plans addressing critical issues including climate action, natural resources and the economy, social development, environment and land use, labour-force planning and a new relationship with First Nations, just to name a few.

2.2 Citizen-Centered Services - Openness and Accountability

In moving this agenda and strategic direction forward, the government is keenly aware that:

> Citizens expect public services to be designed and delivered in a way that seamlessly meet their needs - key objective will be to ensure that there is integrated, collaborative work on issues that affect or involve the same client group, or more than one ministry or government organization - providing [more citizen-centred service] will require government to provide information in a way that is easy to understand, timely and simple to use - to do this effectively and efficiently will require integration of programs, coordination and innovation.

Introducing citizen-centered service to B.C. also means ensuring that government operates in a transparent and accountable manner. In his February 2009 report, <u>Timeliness of Government's Access to Information Requests,</u> the Information and Privacy Commissioner for British Columbia (the Commissioner) expressed real concern with what he called "the chronic problem of delay in provincial government ministry responses to access to information requests under the *Freedom of Information and Protection of Privacy Act*". The Commissioner also points out that "timely access to information is critically important for effective and meaningful openness and accountability" [on the part of government].

In response to the Commissioner's report, the Honourable Iain Black, Minister of Labour and Citizen's Services affirmed government's commitment to "improving this crucial aspect of government accountability and transparency". The centralization of information access, records and privacy operations, within the new Information Access Operations Branch, Office of the Chief Information Officer, Ministry of Labour and Citizens' Services, is born of this commitment.

2.3 Business Problem and Desired Outcomes

The OCIO in the Ministry of Labour and Citizens' Services provides leadership, support and services to ministries and other public bodies to assist them in complying with their privacy and access obligations under the Act.

Ministries have been responsible for the operational work associated with meeting these obligations. In most ministries, specialized resources dedicated to information and privacy are found in the corporate services division. In some cases, a single work unit provides support to several ministries. In many cases a staff member handling FOI access requests also does other privacy or security related work.

The Freedom of Information and Protection of Privacy Act (the Act) requires public bodies to fulfill requests for information within 30 business days, unless an extension is taken (extensions can and do occur for a number of reasons, primarily large or complex requests). In 2008/09 government closed 5999 requests, with an average processing time of 35 business days. Only 71 per cent of all requests were completed on time and, where requests were overdue, it was by an average of 37 business days. In reviewing government's FOI performance, the Information and Privacy Commissioner praised FOI staff for "their professionalism and dedication" and noted that the main causes of FOI delays were systemic.

To improve government's performance in responding to FOI requests, specialized information and privacy staff are being "centralized in one new 'pod' within the Ministry of Labour and Citizens' Services. Directors/Managers of Information and Privacy (DMIPs) and their staff will report to the new IAO. Specific and measurable performance targets, including timelines for each step of the FOI process, will be set, tracked and reported quarterly to the Deputy Ministers' Council. It is expected that the new IAO will deliver these primary business outcomes:

1. Timely, accurate and appropriate release of government information in response to FOI requests;

2. A coordinated and proactive release strategy that reduces the need for FOI requests;

3. A consistent and standardized records management service that supports timely, accurate and appropriate management of government information assets;

4. A work environment that fully supports employee engagement and the BC Public Service Values;

5. An effective and aligned approach to information security and privacy protection management; and

6. A communication and reporting framework that supports both executive awareness and operational effectiveness.

3.0 Business Concept

3.1 Business Delivered, Technology Enabled

The government plays a critical role with respect to the information in its care and custody. We create it, modify it, use it to deliver programs and services and establish processes and controls to protect and safeguard it. Public access to this information is a cornerstone of transparency and accountability, and is an important component of citizen confidence in government.

Government now responds to almost 6000 FOI requests per year. These requests vary significantly in terms of size, complexity and scope, and it has proven challenging over the years to respond consistently within the required legislated timelines. With significant downward pressure on government budgets and a shrinking civil service, an innovative, technology-enabled approach to provision of government information to taxpayers is needed.

IAO is in the business of enabling appropriate and efficient access to government information. While streamlined and improved request processing is a major goal for the new centralized organization, to be truly successful, it will require four major and interlocking components:

1. A streamlined, consistent, technology enabled request processing capability that provides both full lifecycle document management and redacting technology;

2. A business delivered and technology enabled strategy for releasing/publishing government information without the need for an FOI request;

3. Corporate government wide electronic records management capability to support consistent and efficient classification and retrieval of information when required; and

4. An integrated and risk managed approach to privacy and information protection.

3.2 Service Delivery Framework

To realize this *business-delivered, technology-enabled* approach, the service delivery framework for IAO will be anchored to the four business-design pillars of service governance, service management, service delivery and service support.

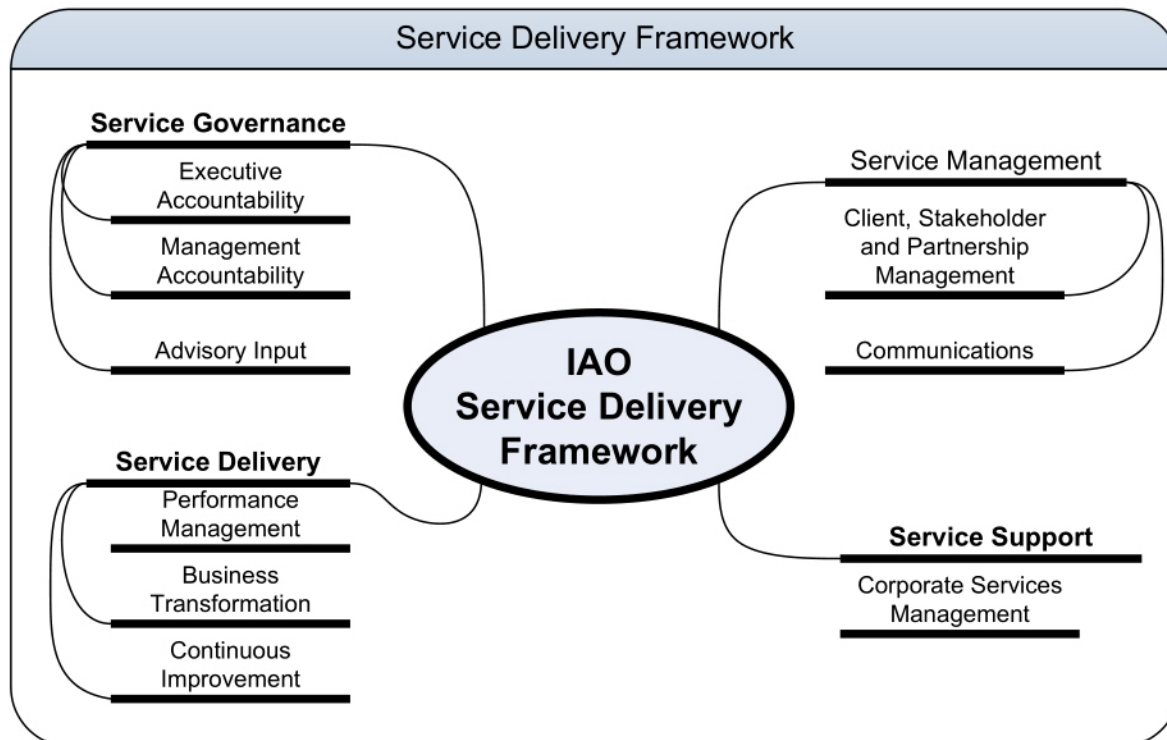Figure 1 below depicts the IAO service delivery framework:

Figure 1: IAO Service Delivery Framework

Consistent with best practices for the design of public sector business operations, "service governance" means executive accountability, senior management responsibility and advisory group input. This service governance will be underpinned by the body of public policy governance that flows from legislation, provincial policies and architecture standards.

3.3 Guiding Principles

To be successful and to deliver value to our customers and stakeholders, IAO business services will have to:

1. <u>Support</u> citizen-centered services-provide information in a way that is easy to understand, timely and simple to use;

2. <u>Contribute</u> to transparent, open and accountable government;

3. <u>Listen and respond</u> to client and partner needs to ensure ongoing service value;

4. <u>Create</u> an organizational culture that makes IAO a great place to work;

5. <u>Contribute to the protection of personal information</u>;

6. <u>Promote simplicity and consistency</u> in service governance, management, delivery and support;

7. <u>Manage</u> information as a <u>corporate</u> asset; and

8. <u>Innovate</u> and leverage technology and best practices to continually improve our efficiency and effectiveness.

3.4 Critical Success Factors

Moving forward, IAO's success will be critically dependent on:

1. Maintaining a consistent focus on our primary business outcomes;

2. Ensuring that our guiding principles inform all that we do;

3. Becoming effective partners and trusted advisors to support the accountability of service clients;

4. Executive support to implement business process change;

5. Sufficient resources to fund and implement business and technological change;

6. A relentless avoidance of bureaucracy and ineffective service outputs;

7. Effective policy development, quality assurance and performance management; and

8. An innovative, effective and continuously improving approach to release of government information to citizens.

The service delivery model, which follows in Section 4.0, delivers the mid-level design view as to how these critical success factors and guiding principles, as well as the approved IAO service delivery framework, will be operationalized to enable desired strategic business outcomes.

4.0 Service Delivery Model

4.1 Design Approach

4.1.1 Methodology

Under guidance provided by the Institute for Citizen Centred Service (ICCS), the national Public Sector Chief Information Officer Council and the national Public Sector Service Delivery Council, many Canadian jurisdictions now apply an approach to the design and development of service delivery models based upon the Canadian Governments Reference Model (CGRM).

CGRM is a well-established and proven approach to service development and transformation that ensures there is a common understanding and endorsement of desired service ends, before service providers set out to design and deliver the means. It also ensures that the means to a desired service end will always enable desired business outcomes responsive to the recognized needs of citizens, customers, clients, partners and stakeholders.

This proven best practice further instructs that the definition of any new service delivery model for the public sector should always answer the six interrogatives of who, why, what, how, where and when. This should ideally be done firstly from a strategic context perspective, secondly from a business concept perspective and finally, from a service operations perspective.

These best practices also stipulate that the very first critical step to service delivery modeling is to address the "who" question, and to develop a deep understanding of service beneficiaries, or target groups, and their recognized needs. This proven approach ensures that service providers clearly define desired ends and business outcomes (responsive to the recognized needs of all target groups) before they set out to deliver the means to those desired ends. Target groups for the public sector naturally includes citizens, customers, clients, partners and stakeholders.

4.1.2 Target Group Definitions

The target group definitions which follow denote roles, as opposed to different organizations or people. Within the context of the business operations for the IAO, an individual or a group could carry one or more of these roles. It would all depend on the business or service context.

4.1.2.1 Clients

For the purposes of this service delivery model, clients are considered those organizations, or target groups, that realize direct benefit from, or pay for, the services being provided.

4.1.2.2 Customers

Customers encompass individuals and the staff or the members of those organizations, or target groups, all of whom "use" these services.

4.1.2.3 Partners

Partners are considered those target groups who share in both the delivery of services to clients and customers, and in the collective return on service effort and service investment.

4.1.2.4 Stakeholders

Stakeholders are considered those individuals or target groups who oversee the operation of the service provider organization and share in the return on the investment of vision, time and resources. Stakeholders are also considered accountable for achieving results.

4.1.3 Key Risks

Risk	Impact	Mitigation
1. Quick wins project priorities impact longer term project tasks, and cause timeline slippages.	Non quick wins project streams experience delays due to lack of priority and quick wins resource consumption.	Clear separation of quick wins management and work from other elements of project.
2. Project lacks adequate resources to meet timeline expectations.	Project fails to meet key milestones and is perceived to be failing.	Develop a resource plan for the project and acquire an adequate core project team to address scope.
3. High criticality of project and executive interest may generate change and immediate requirements.	Management focus drawn away from project execution and project priorities – leading to slippages. Direction changes may require rework.	Ensure complete agreement on scope, results, timelines and approach among executive stakeholders (project charter approval). Apply change management process to charter, with executive buy in. Form executive steering committee to capture input in a structured venue.
4. Pressures to expand scope into other information management areas cause project loss of focus.	Management focus drawn away from core project scope – leading to slippages. Resources available diluted to deal with expanded scope, impacting timely delivery and quality of work.	See number 3 above.
5. Highly diverse ministry business and staffing models add significant complexity to organization transition activities.	Impact to ministries' business if inappropriate resource allocations made. May experience delays due to unanticipated complexity of business and staffing.	Place emphasis on detailed review of ministries business and staffing models up front – as part of the organizational and FOI process improvement streams.
6. Knowledge and Information Services initiatives such as Toolkit and central STRA processes will not be aligned.	Confusion and rework required. Delays in reaching agreement on Privacy/Security opportunity.	Engage IAO project team member on related initiatives in Knowledge and Information Services and Information Security Branch.
7. Internal ministry organizational/staffing models and/or resources are not aligned to adequately support corporate records/access objectives.	Ministry inability to identify, retrieve and/or review `records in a timely manner will delay access responses.	Ensure corporate executive support (e.g. DM Council) for consistent ministry support model and resourcing and roles and responsibilities/shared accountability are clearly defined and communicated.
8. Limited control over the volume of requests received	Inability to plan or manage to the unknown situations where massive amounts of requests are received within one time period diverting from expected demands.	Strong triage approach to intake functions

4.2 Service Mandate

Best practices for the design of public sector business operations stipulate that "programs have a mandate and a set of enabling public resources conferred by legislation, or by administrative authority, to achieve desired outcomes, within jurisdiction, based on an approved strategy". The mandate for the IAO being defined here within Section 4.0 will be:

To lead and deliver optimal service on behalf of the Province of British Columbia, in fulfilling the obligations under the Freedom of Information and Protection of Privacy Act (FOIPPA) and The Document Disposal Act (DDA) and The Core Policy Manual (CPPM) Chapter 12 for the management of information within the provincial government's control and/or custody. We are committed to fostering strong, meaningful relationships and offering services which are innovative and value added, while exemplifying transparency and accountability.

4.3 Service Mission

These same best practices further stipulate that the mission of any public sector program is to discharge its mandate, in order to support shared vision and enable timely accomplishment of common public policy strategies. The mission of the IAO, being defined here within Section 4.0, will be to effectively and efficiently discharge its service mandate in order to help enable:

- citizen-centred service;
- information sharing for better outcomes;
- shared services for operations excellence; and
- timely and successful execution of the OCIO IM/IT Plan.

4.4 Service Beneficiaries

4.4.1 Target Groups

Figure 2 below depicts the *clients* of the proposed new IAO (i.e. organizations that will receive benefits from, or pay for, IAO services):
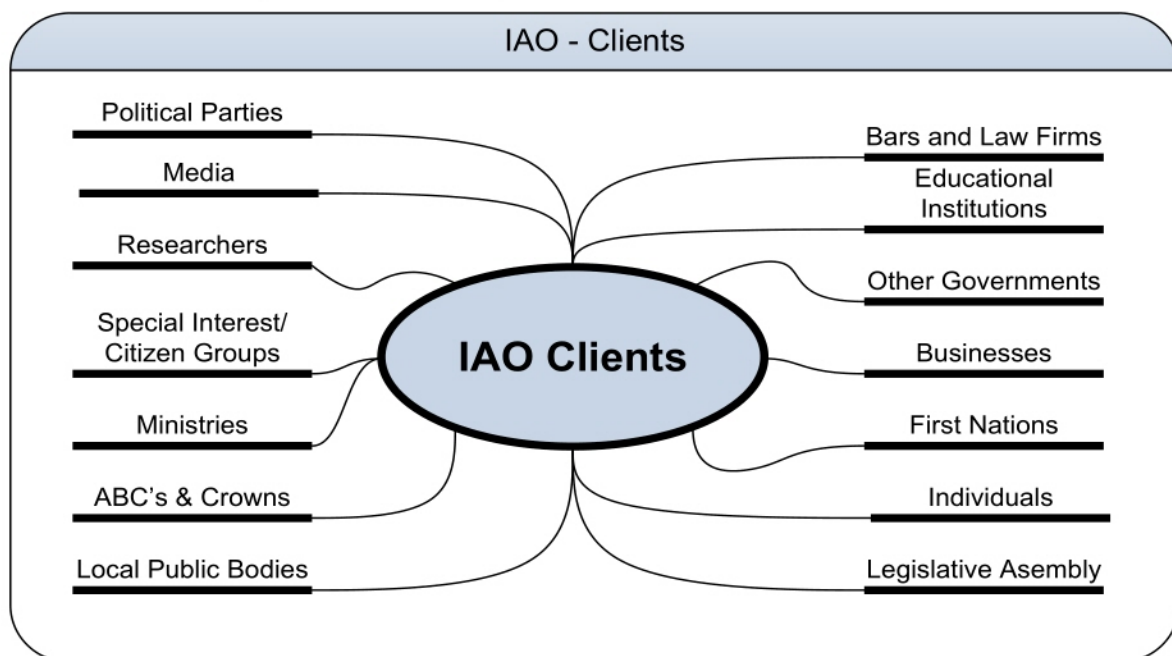

Figure 2: Target Groups Model (Clients)

Figure 3 below depicts the *customers* expected to be served by the IAO (i.e. citizens and staff, or members, of client organizations who will "use" IAO services):

IAO - Customers

Journalists, Researchers, Lawyers, Students, MLAs, Individuals, Instructors, Legal Services Staff, Ministry Staff

IAO Customers

Advocates, Consultants, Third Party Business Employees, Members of Affected Groups, Interest Group Members, Staff of other Governments or Agencies, ABC's & Crown's Staff, Officers of the Leg Assembly
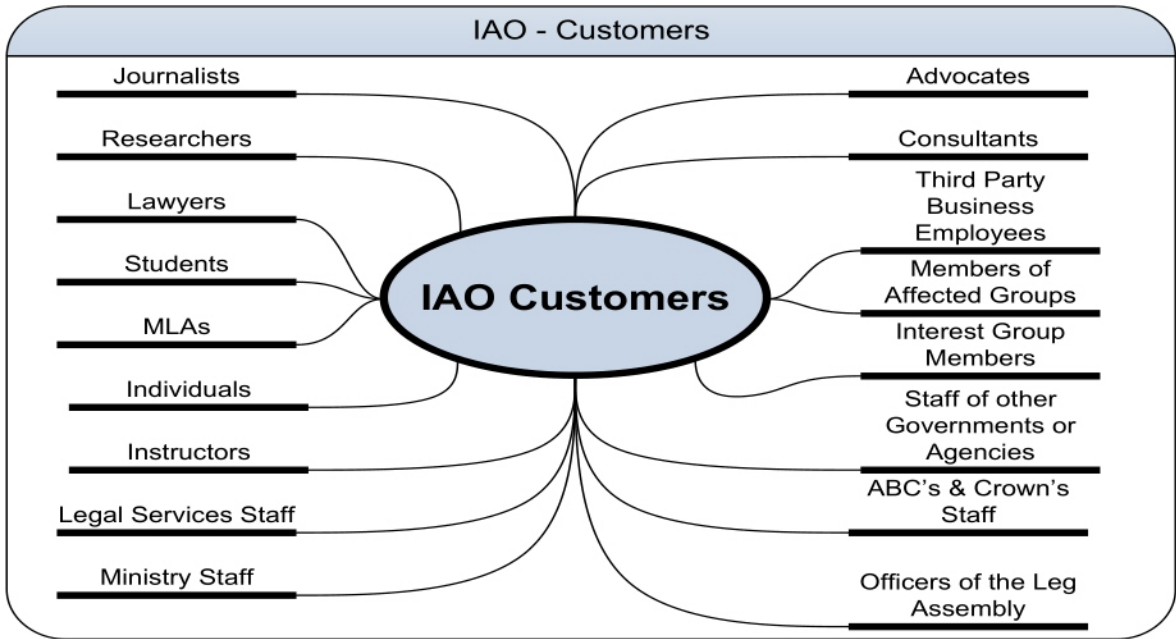
Figure 3: Target Groups Model (Customers)

Figure 4 below depicts IAO *partners* (i.e. target groups that will share in the delivery of service to *customers* and *clients*, and the collective return on service investment and service effort):
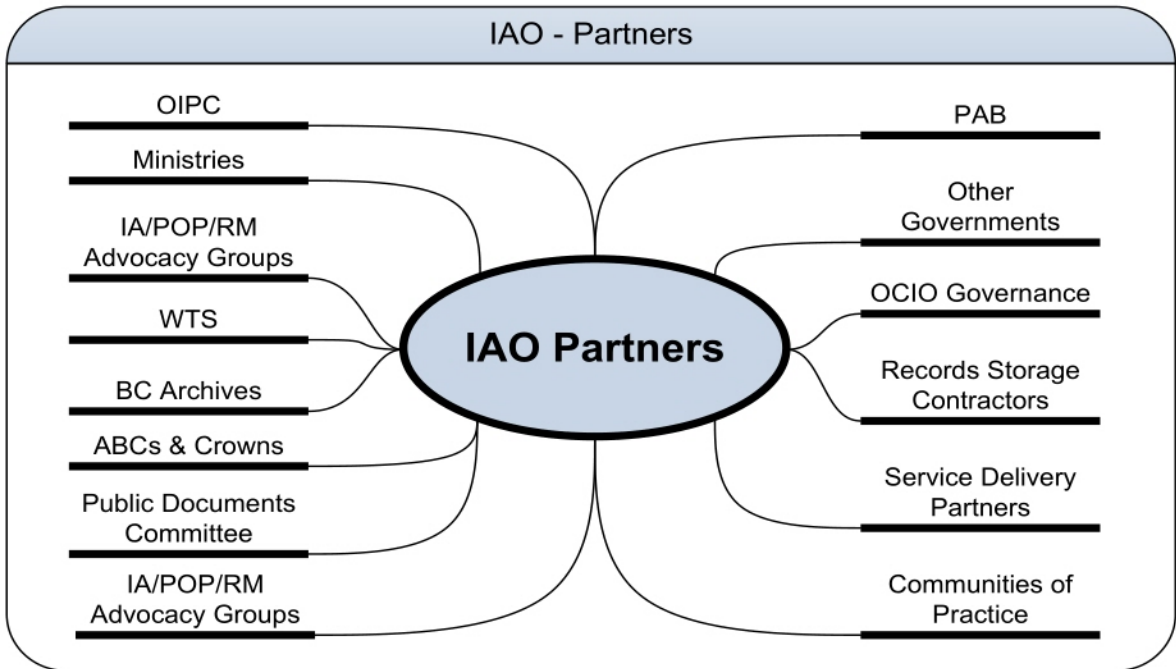
IAO - Partners

OIPC, Ministries, IA/POP/RM Advocacy Groups, WTS, BC Archives, ABCs & Crowns, Public Documents Committee, IA/POP/RM Advocacy Groups

IAO Partners

PAB, Other Governments, OCIO Governance, Records Storage Contractors, Service Delivery Partners, Communities of Practice

Figure 4: Target Groups Model (Partners)

Figure 5 below presents the *stakeholders* for whom the IAO will enable desired outcomes (i.e. individuals or groups that will oversee the operation of the IAO, and share in the return on the investment of vision, time and resources, and be accountable for achieving results):
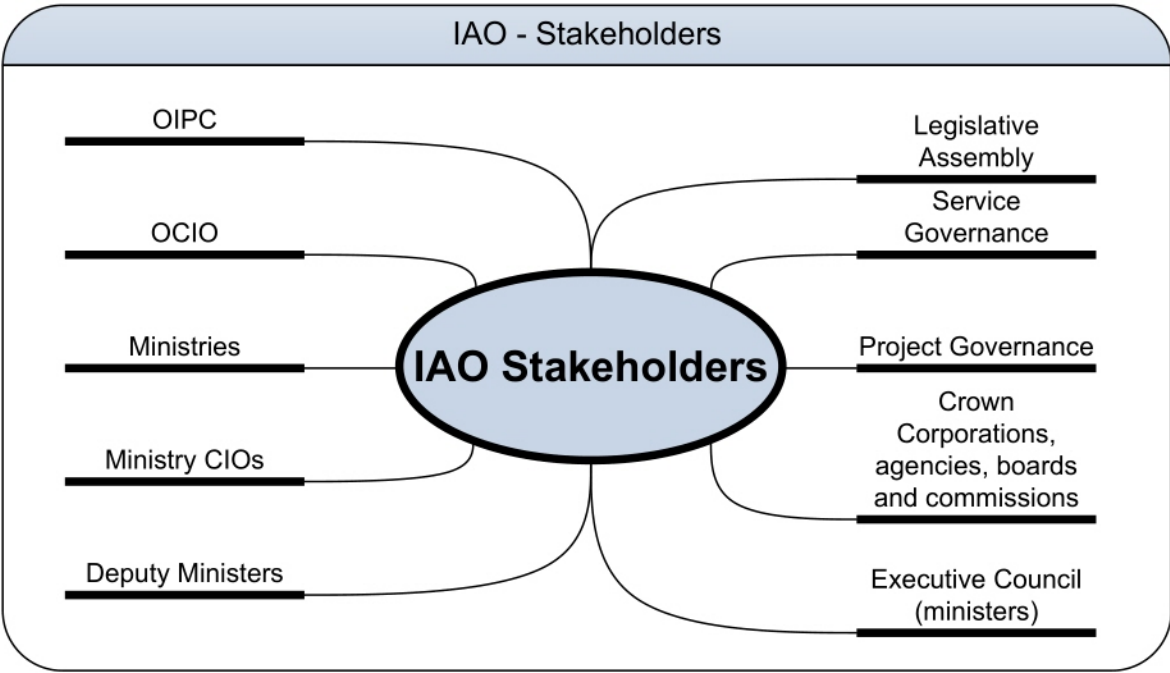

Figure 5: Target Groups Model (Stakeholders)

4.4.2 Target Group Needs

Just as different organizations or groups can have different roles and needs depending on specific business or service context, so too they may have different roles and receive different services based on needs or service context. All organizations or groups or their members or affiliates may from time to time have any one or more of the recognized needs identified below. Similarly, any of them from time to time may use one or more of the provided services. However, each target group category will have a set of primary needs and a set of core services responding to those needs. The objective below is to identify those primary needs.

4.4.2.1 Client/Customer Group Category

Interest Groups and their members and affiliates, including: • political parties • media • special interest/citizen groups	• government accountability and transparency • secure, timely, consistent, affordable and appropriate access to government records and information • timely, consistent and effective processes for making government information of interest or value widely and easily available • consistent, accurate, fair and transparent fees for services where fees are required or permitted. • Accurate, consistent and timely communications regarding status of transactions with government (including FOI requests)

Businesses, their members and affiliates and those acting for them or in their interests, including: • Lawyers • Subcontractors	• secure, timely, consistent, affordable and appropriate access to government records and information • confidence that records in all media and formats (including electronic) will be available, readable and usable for as long as required • Accurate and reliable government recordkeeping in support of legal requirements, government business processes and citizen rights and interactions with government • timely, consistent and effective processes for making government information of interest or value widely and easily available • consistent, accurate, fair and transparent fees for services where fees are required or permitted. • processes to facilitate feedback/input into service delivery model • service integration with and enhancement of client business processes wherever possible and appropriate • confidence that all information (including third party personal and business) information held by the Province will be securely maintained and protected and will not be inappropriately disclosed or disposed of either through FOI or other processes.

Researchers, research organizations and their members and affiliates, including: • Educational institutions • Other governments • Government legal services • First Nations	• secure, timely, consistent, affordable and appropriate access to government records and information • confidence that records in all media and formats (including electronic) will be available, readable and usable for as long as required • Accurate and reliable government recordkeeping in support of legal requirements, government business processes and citizen rights and interactions with government • timely, consistent and effective processes for making government information of interest or value widely and easily available • consistent, accurate, fair and transparent fees for services where fees are required or permitted. • processes to facilitate feedback/input into service delivery model • service integration with and enhancement of client business processes wherever possible and appropriate
Individuals including those acting for them or representing their interests, including • Legislative assembly • Lawyers • Unions	• government accountability and transparency • secure, timely, consistent, affordable and appropriate access to government records and information • confidence that records in all media and formats (including electronic) will be available, readable and usable for as long as required • Accurate and reliable government recordkeeping in support of legal requirements, government business processes and citizen rights and interactions with government • timely, consistent and effective processes for making government information of interest or value widely and easily available • consistent, accurate, fair and transparent fees for services where fees are required or permitted. • confidence that all information (including third party personal and business) information held by the Province will be securely maintained and protected and will not be inappropriately disclosed or disposed of either through FOI or other processes • confidence that appropriate harm reduction and risk mitigation strategies are in place to minimize impact of inappropriate information disclosure incidents • Accurate, consistent and timely communications regarding status of transactions with government (including FOI requests) • timely and accurate disclosure of information about risks of significant harm to the environment, health or safety. • right to request correction and/or annotation of personal information

Governance bodies and their members or affiliates, including: • Other governments • Local public bodies	• secure, timely, consistent, affordable and appropriate access to government records and information • confidence that records in all media and formats (including electronic) will be available, readable and usable for as long as required • Accurate and reliable government recordkeeping in support of legal requirements, government business processes and citizen rights and interactions with government • service integration with and enhancement of client business processes wherever possible and appropriate • timely, effective and appropriate information sharing

Core service clients including • Ministries and their staff • Crown corporations, agencies, boards and commissions who receive IAO services • Service providers, contractors and consultants	• secure, timely, consistent, affordable and appropriate access to government records and information • confidence that IAO operating principles facilitate compliance with IA/PoP/RM legislative requirements • cost effective and efficient processes to ensure or facilitate the identification and preservation of records of enduring value • confidence that records in all media and formats (including electronic) will be available, readable and usable for as long as required • Accurate and reliable government recordkeeping in support of legal requirements, government business processes and citizen rights and interactions with government • timely and effective analysis of initiatives, systems, etc. involving the collection, use, security and/or disclosure of personal information • timely, consistent, effective and reliable administration and delivery of IA/PoP/RM support, training and advisory services • cost effective, efficient, secure, appropriate and reliable records storage and retrieval • service integration with and enhancement of client business processes wherever possible and appropriate • cost effective, reliable and user-friendly tools to support IA/PoP/RM service delivery • timely, accurate and reliable performance reporting • processes to facilitate the identification, security and protection of vital records • timely, effective and appropriate information sharing • Timely, cost effective and secure storage and/or disposition of accurately documented records • reasonable return on investment

4.4.2.2 Partners

Partners include: Ministries, Communities of Practice, etc.	- confidence that IAO operating principles ensure or facilitate compliance with IA/PoP/RM legislative requirements - accurate and reliable government recordkeeping in support of legal requirements, government business processes and citizen rights and interactions with government - timely, accurate and reliable performance reporting - confidence that records in all media and formats (including electronic) will be available, readable and usable for as long as required - processes to facilitate the identification, security and protection of vital records - timely, consistent, effective and reliable administration and delivery of IA/PoP/RM support, training and advisory services - timely, effective and appropriate information sharing - standardized, effective and consistent records classification and retention systems and schedules. - Timely, cost effective and secure storage and/or disposition of accurately documented records - reasonable return on investment

4.4.2.3 Stakeholders

Stakeholders include: Legislative Assembly, Office of the Information and Privacy Commissioner, Deputy Ministers' Committee, etc.	- confidence that IAO operating principles ensure or facilitate compliance with IA/PoP/RM legislative requirements - confidence that records in all media and formats (including electronic) will be available, readable and usable for as long as required - accurate and reliable government recordkeeping in support of legal requirements, government business processes and citizen rights and interactions with government - timely, consistent, efficient, cost-effective and reliable services to support mandated service delivery, accountability and decision making - processes to facilitate the identification, security and protection of vital records - confidence that IA/PoP/RM services are consistent, reliable, knowledge based and quality assured - timely, accurate and reliable performance reporting

4.5 Service Vision

Table 1 below answers the "why" question and presents the service vision model for the IAO:

IAO SERVICE VISION MODEL				
For:	Clients	**Who** **Need:**	Confidence that throughout their lifecycle, government records are accurate, reliable, secure and appropriately available to support informed decision making, individual rights and overall government accountability and transparency.	Target = Groups Needs
	Customers		Secure, timely, consistent, affordable and appropriate access to or availability of records to support informed decision making, individual rights and overall government accountability and transparency and confidence that all information (including third party personal and business) held by the Province will be accurately and securely maintained and protected.	
	Partners:		Confidence that IAO operating principles ensure or facilitate compliance with information access, protection of privacy and records management (IA/PoP/RM) legislative and core policy requirements but also facilitate timely, effective and appropriate information sharing. Timely, consistent, effective and reliable administration and delivery of IA/PoP/RM support, training and advisory services.	
	Stakeholders:		Collaborative governance of the IAO and confidence that IAO operating principles ensure or facilitate compliance with IA/PoP/RM legislative and core policy requirements in an effective, affordable and reliable manner designed to achieve outcomes responsive to the recognized needs of customers, clients and partners and deliver service value, service excellence and service innovation. Timely, accurate and reliable performance reporting to ensure that service delivery is consistently meeting or exceeding desired outcomes.	
This:	Centralized shared services organization, business operation and service management centre (IAO).			= Design
Through:	Development and implementation of a consistent mandate and vision built on common operating principles and processes linked to recognized service needs and supported by accurate and reliable performance measurement and reporting.			= Service Outputs
Will enable:	Secure, timely, effective, consistent, affordable and appropriate access to or availability of government records and information			= Service Outcomes
Unlike:	The current state of information access and management that lacks consistent processes, does not provide for timely release of or availability of records and information and does not meet legislative requirements.			= *As Is*

Table 1: Service Vision Model

Table 1 also delivers a desired outcome statement for the IAO, anchored to target group need.

4.6 Service Scope

Defining the scope of service during any service delivery modeling exercise answers the critical "what" question. The following tables list the scope of "what" the IAO will do in order to respond to the recognized needs of IAO target groups and enable desired business outcomes. Please note the role of Information Access Operations is a service role. The accountability for complying with legislation remains with the service clients. In order to be successful in the services IAO provides the agreement and partnership with the service clients is essential.

4.6.1 FOI

FOI Access request processing:
- Receiving/triage of requests; (including assisting applicants who cannot make requests on their own behalf);
- Communication with applicants and program staff (at various points in the access process);
- Work with program staff to obtain records;
- Enter and track all FOI requests in the Corporate Request Tracking System (CRTS);
- Review of records and application of FOIPP Act;
- Consultation on inclusions, exceptions and severing;
- Severing based on exceptions within the legislation;
- Sign off and release;
- FOI transfers to other public bodies;
- Fee estimates, recoveries and requests for waivers;
- Consultations (3rd party business / personal / other public bodies);
- Prepare requests to the OIPC for extensions to time limits
- Coordinate and respond to FOI/ATIP consultations from other public bodies and/or governments;
- Determine those requests that required selective retention;
- Support, consult and enable ministries to implement innovative release strategies such as pro-active or routine release (i.e., no sign off required);
- Mediation with OIPC regarding reasons for withholding information or for other actions under complaint or investigation; and
- Work with Attorney General, legal counsel if reviews/complaints, Deemed Refusals go forward to inquiry or Judicial review (including preparing affidavits).

Training:
- Multi-level FOI training for staff and public bodies to improve quality and timeliness of information provided, response and signoff; and
- Innovative awareness and education strategies that occur outside of training (monthly tips etc.).

Advisory Services:
- Executive briefings;
- Advising program staff on disclosure issues, FOI interpretations, etc.; and
- Assisting or advising on issues assessments.

Policy and procedure development and implementation:
- Working in partnership with Knowledge and Information Services, OCIO.

Performance and Reporting:
- Definition and tracking of performance metrics (including business outcomes measures);
- Design and delivery of all reporting for public, executive, management and operational purposes;
- Develop and implement quality assurance measures and/or systems; and
- Complete reviews and evaluations and document recommendations.
-

4.6.2 Privacy

Privacy Protection:
- Working with program areas on Privacy Initiatives including Privacy Impact Assessments;
- Managing privacy incidents consistent with OCIO policy and guidelines;
- Leading or assisting with privacy breach incidents and investigations;
- Leading or assisting with personal information sharing agreements, MOUs, etc.;
- Negotiating and managing research agreements for access to personal information;
- Mediation with OIPC regarding complaints relating to inappropriate release of personal information
- Assisting contract managers with privacy protection schedule (PPS) requirements; and

Training:
- Innovative awareness and education strategies that occur outside of training (monthly tips etc.).
- Privacy training for staff and public bodies and aligning with security relating trainng in how government is to manage and protect sensitive and personal information;

Advisory Services:
- Advising on the collection, use, security and disclosure of personal information by public bodies;
- Executive and Chief Information Technology Officers briefings
- Assisting or advising on issues assessments, including those relating to physical and IT security;

Policy and procedure development and implementation:
- Working in partnership with the Information Security Branch, OCIO on developing an integrated and risk managed approach to privacy and information protection

Reporting:
- Definition and tracking of performance metrics (including business outcomes measures); and
- Reporting on privacy breach incidents as required.

4.6.3 Records Management

Management:
- Provide overall management of government recorded information management programs;
- Manage records related projects;
- Conduct ongoing reviews of records management activities in ministry offices; and
- Lead or assist with the development of records sharing agreements with non-Document Disposal Act (DDA) clients, partners or outside organizations or agencies.

Policy Procedures:
- Develop and communicate recorded information management policies, procedures, standards and guidelines.

Advice:
- Provide advice and assistance on records retrieval projects (e.g., FOI and litigation requests);
- Provide advice and assistance on electronic records issues and on records management requirements for program area information systems;
- Provide advice to management and staff on RM issues, policy and procedures; and
- Provide advice and assistance on dealing with disaster recovery of records.

ORCS:
- Develop and maintain Operational Records Classification Systems (ORCS);
- Represent clients at Public Documents Committee; and
- Provide quality assurance for all classification and retention schedules (ORCS, etc.) forwarded for legislative review and approval.

ARCS:
- Maintain and update the Administrative Records Classification System (ARCS).

Training:
- Provide recorded information management training.

System Administration:
- Manage the administration of the electronic records-keeping system (EDRMS TRIM) for use by program areas (access control, data integrity, helpdesk services, etc.); and
- Provide system administration for legacy records management systems (QRMS and CRMS) for hardcopy files (user access, helpdesk services, training, etc.).

Off-site records storage and destruction:
- Authorize and process records disposition and offsite storage applications;
- Review and reconcile program area off-site records storage charges;
- Maintain and update records program area access authorizations;
- Monitor contracted records storage and destruction service delivery; and
- Track the ownership of records over time by managing records transfers among program areas and maintaining the Indented Org Chart name authority.

EDRMS Implementation:
- Manage the implementation of the corporate electronic records-keeping system (EDRMS TRIM) including business process analysis, training, change management and communications management etc.

4.7 Service Performance

This section provides the service outcomes to be achieved and how they will be measured.

- In progress