

**TITLE:** RECORDS MANAGEMENT ANALYST

**CLASSIFICATION:** ADMINISTRATIVE OFFICER 18

**MINISTRY:** FINANCE

**WORK UNIT:** CORPORATE SERVICES DIVISION

**SUPERVISOR TITLE:** MANAGER, DIVISIONAL OPERATIONS

**SUPERVISOR POSITION #:** 00085609

## **JOB OVERVIEW**

*To ensure client information assets are managed effectively in accordance with their determined value and as required by legislation, policy, standards and procedures and to promote record-keeping practices which ensure the availability, integrity and accuracy of records, for a diverse divisional client-base. This position will provide subject-matter expertise and leadership in support of the implementation of the Information Management Act across the division and ministry, including leading and managing related projects.*

## **ACCOUNTABILITIES**

Required:

- Provides advice and guidance to client business units on the effective management of information in all formats; responds to issues and queries on the creation, retention, retrieval and destruction of records and data.
- Interprets and provides advice on the application of records management policy and legislation, including the *Information Management Act* and *Core Policy and Procedures Manual*, to a divisional client base.
- Conducts risk analyses to determine classification, retention, storage and disposition requirements or liabilities.
- Provides project management leadership or support as project team member to information management projects, in support of the implementation of the *Information Management Act* across the division and ministry.
- Provides expert advice to client executive and senior management on records management issues.
- Conducts compliance and technical reviews regarding classification and security of records and recommends changes to clients regarding physical and procedural security.
- Provides advice to clients on requirements relating to the retention and disposition of data in systems.
- Reviews requests received under the Freedom of Information (FOI) process for compliance and completeness.
- Communicates with Ministry FOI team as required to ensure requests are processed and in compliance with all relevant legislation.
- Applies business and records management knowledge to contribute to and assist in the development and review of ORCS.

**Date:** August 1, 2024

- Works with the Corporate Information and Records Management office in order to support divisional information management objectives and goals.
- Develops and delivers records management training to clients.
- Attends or leads working groups with clients to resolve issues.

## **JOB REQUIREMENTS**

- Diploma or certificate in a field related to information management, OR
- An equivalent combination of education, training and/or experience may be considered.
- Experience in using and applying classification systems (ARCS/ORCS) and retention schedules to manage electronic and physical records through the records management lifecycle.
- Experience in analyzing and interpreting data for the purpose of problem solving, reporting and supporting client decision making.
- Experience coordinating/leading projects, including the use of project management tools and methodologies.
- Preference may be given to candidates with experience in LAN management, TRIM or equivalent Electronic Document Records Management Systems (EDRMS) software, and Adobe Acrobat Professional.
- Preference may be given to candidates with previous experience processing FOI requests.

## **KNOWLEDGE, SKILLS AND ABILITIES**

- Desktop self-sufficiency (standard office software, email and calendar systems)
- Ability to provide clear and concise oral and written information.
- Knowledge of legislation, policies and procedures related to the collection, use and disclosure of information.
- Knowledge of legislation, policies and procedures related to the collection, use and disclosure of information in the BC Government.
- Knowledge of the *Freedom of Information and Protection of Privacy Act*, *Information Management Act* and procedures related to the collection, use and disclosure of information.
- Knowledge of project management methodology and tools.
- Successful completion of security screening requirements of the BC Public Service, which may include a criminal records check, and/or Criminal Records Review Act (CRRA) check, and/or enhanced security screening checks as required by the ministry (**Note: It is important that you read the job posting carefully to understand the specific security screening requirements pertaining to the position**).

## **BEHAVIOURAL COMPETENCIES**

- **Concern for Order** reflects and underlying drive to reduce uncertainty in the surrounding environment. It is expressed as monitoring and checking work or information, insisting on clarity of roles and functions, etc.
- **Decisive Insight** combines the ability to draw on one's own experience, knowledge and training and effectively problem-solve increasingly difficult and complex situations. It involves breaking down

**Date: August 1, 2024**

problems, tracing implications and recognizing patterns and connections that are not obviously related. It translates into identifying underlying issues and making the best decisions at the most appropriate time. At higher levels, the parameters upon which to base the decision become increasingly complex and ambiguous and call upon novel ways to think through issues.

- **Problem Solving/Judgement** is the ability to analyze problems systematically, organize information, identify key factors, identify underlying causes and generate solutions.
- **Results Orientation** is a concern for surpassing a standard of excellence. The standard may be one's own past performance (striving for improvement); an objective measure (achievement orientation); challenging goals that one has set; or even improving or surpassing what has already been done (continuous improvement). Thus, a unique accomplishment also indicates a Results Orientation.
- **Service Orientation** implies a desire to identify and serve customers/clients, who may include the public, co-workers, other branches/divisions, other ministries/agencies, other government organizations, and non-government organizations. It means focusing one's efforts on discovering and meeting the needs of the customer/client.
- **Teamwork and Co-operation** is the ability to work co-operatively within diverse teams, work groups and across the organization to achieve group and organizational goals. It includes the desire and ability to understand and respond effectively to other people from diverse backgrounds with diverse views.

Date: August 1, 2024



**TITLE: DIVISION AND FOI COORDINATOR****CLASSIFICATION: CLERK 11****MINISTRY: FINANCE****WORK UNIT: DIVISIONAL OPERATIONS****SUPERVISOR TITLE: MANAGER, DIVISIONAL OPERATIONS****SUPERVISOR POSITION #: 00085609****JOB OVERVIEW**

*Reporting to the Manager, Division Operations, the Division Coordinator provides support to the whole Division including administrative support to divisional management, HR support, and assisting in a wide range of diverse activities and projects. The position will provide advice, guidance, research and analysis on the implementation of the Freedom of Information and the Protection of Privacy Act (FOIPPA) and other relevant legislation to the Division. The ideal candidate is enthusiastic, self-motivated and keen to use this opportunity to develop new skills in order to grow their career in the Public Service.*

**ACCOUNTABILITIES****Required:**

- Responds to complex, high-profile, and contentious FOI requests and coordinates FOI requests for the Division.
- Conducts initial harms assessments on large, often sensitive, FOI requests often with little guidance.
- Leads and coordinates the lifecycle management and disposition of all FOIPPA requests. This includes locating, retrieving and duplicating documents in response to FOI requests.
- Applies, obtains and reviews HARMS assessments from program area, and recommends appropriate responses by correctly and accurately interpreting FOIPPA and ensuring Ministry direction is applied.
- Conducts research and risk analyses to ensure that all records relating to the request are identified, located and retrieved.
- Advises staff on legislative requirements, document duplication and retrieval, record disclosure and non-disclosure, and coordinates program records staff for records searches.
- Provides procedural and technical guidance and advice classifying, scheduling, and maintaining all Division office records including central and distributed filing systems.
- Provides information to Division staff relating to the protection of privacy and security of recorded information processes and reporting requirements.
- Develops, implements, and updates the administrative framework for the Division ensuring the full scope of administrative services are provided to the division management team and provides guidance and problem solving on administrative issues.
- Maintains calendars for three Executive Director and makes travel arrangements, updates, arranges meetings and appointments and compiles files, correspondence, and resource material in preparation for meetings and appointments
- Manages employee on/off boarding procedures for the executive directors including associated service requests.
- Functions as the division primary administrative resource for human resources, payroll and leave management matters including supporting hiring competitions, consulting with the appropriate agency



(e.g. BC Public Service Agency) for guidance, submitting paperwork and verifying information on Time on Line, or CHIPS.

- Manages the department staff administration activities ensuring that organization charts are up to date, staffing requisitions are initiated; vacation schedules are maintained; and notifying HR of changes.
- Prepares and/or oversees the preparation of documents such as spreadsheets, and briefing notes by using desktop tools such as Word, Excel, PowerPoint, Outlook; and drafts replies to routine correspondence.
- Supports the Estimates process for the Premier's, Minister's office, and Executive Financial officer including tracking documents, deadlines, production of final material, filing and the FOI proactive release request.
- Maintains Divisional Operations Branch, FINtranet reference materials, legislation, and manuals.
- Responsible for updating our Divisional Handbook, Onboarding/Offboarding checklists, contact lists.
- Provides administration support for on going projects in the Division.

## **JOB REQUIREMENTS**

### **EDUCATION AND EXPERIENCE**

- Secondary school graduation or equivalent **plus** two (2) years of related experience.

#### ***Related experience must include:***

- Experience providing administrative support services for a group of employees.
- Experience in keyboarding, word processing, spreadsheets, databases, electronic mail, other standard computer applications, and Word and Excel at an intermediate level.

#### ***Preference may be given to applicants who possess the following:***

- Public Sector experience.
- Post-secondary education in office administration.
- Experience coordinating Freedom of Information requests.
- Experience with eApprovals and Cliff

### **KNOWLEDGE, SKILLS AND ABILITIES**

- Ability to manage and prioritize multiple concurrent tasks and deadlines in a high-pressure environment.
- Ability to deliver high quality results that are complete and free of errors.
- In depth knowledge of basic office practices and procedures.
- Strong interpersonal and communication skills including tact, diplomacy and ability to communicate effectively with staff at all levels.
- Ability to proof-read, edit and format a variety of documents with a keen eye for detail.
- Proficiency in keyboarding and computer/software navigation.
- Ability and initiative to stay current and adapt to new or emerging technologies.
- Demonstrated ability to work independently or as part of a team within tight time constraints to meet deadlines.
- Ability to recognize and treat confidential information appropriately at all times.
- Demonstrated problem solving and conflict management skills.

- Strong organizational skills including ability to identify and prioritize tasks, organize one's own workload and prioritize incoming demands on time.
- Ability to recognize opportunities for office workflow or process improvement and make recommendations to appropriate staff.
- Successful completion of security screening requirements of the BC Public Service, which may include a criminal records check, and/or Criminal Records Review Act (CRRA) check, and/or enhanced security screening checks as required by the ministry (**Note: It is important that you read the job posting carefully to understand the specific security screening requirements pertaining to the position**).

## BEHAVIOURAL COMPETENCIES

- **Concern for Order** reflects an underlying drive to reduce uncertainty in the surrounding environment. It is expressed as monitoring and checking work or information, insisting on clarity of roles and functions, etc.
- **Planning, Organizing and Coordinating** involves proactively planning, establishing priorities and allocating resources. It is expressed by developing and implementing increasingly complex plans. It also involves monitoring and adjusting work to accomplish goals and deliver to the organization's mandate.
- **Service Orientation** implies a desire to identify and serve customers/clients, who may include the public, co-workers, other branches/divisions, other ministries/agencies, other government organizations, and non-government organizations. It means focusing one's efforts on discovering and meeting the needs of the customer/client.
- **Teamwork and Co-operation** is the ability to work co-operatively within diverse teams, work groups and across the organization to achieve group and organizational goals. It includes the desire and ability to understand and respond effectively to other people from diverse backgrounds with diverse views.
- **Relationship Building** is working to build or maintain ethical relationships or networks or contacts with people who are, or may be, potentially helpful in achieving work-related goals and establishing advantages. These people may include customers, clients, counterparts, colleagues, etc.
- **Results Orientation** is a concern for surpassing a standard of excellence. The standard may be one's own past performance (striving for improvement); an objective measure (achievement orientation); challenging goals that one has set; or even improving or surpassing what has already been done (continuous improvement). Thus, a unique accomplishment also indicates a Results Orientation.

**MINISTRY:** MINISTRY OF FINANCE**CLASSIFICATION:** ADMINISTRATIVE OFFICER 18**TITLE:** FREEDOM OF INFORMATION ANALYST**BRANCH:** DEPUTY MINISTER'S OFFICE**SUPERVISOR'S TITLE:** MANAGER, FOI & CORRESPONDENCE UNIT**SUPERVISOR'S POSITION #:** 00008644**PROGRAM/WORK UNIT**

The position works within the FOI and Correspondence work unit, which is part of the Deputy Minister's Office. This position supports the timely response to access to information requests for our ministry.

**JOB OVERVIEW**

Provides advice, guidance, research and analysis on the implementation and compliance of the Freedom of Information and Protection of Privacy Act (FOIPPA) and other relevant legislation. Responds to access and privacy requests, working to find practical and equitable solutions within the parameters of FOIPPA and makes recommendations on the release of information and the protection of privacy for the Ministry of Finance. The position ensures timely responses to access to information requests and liaises with Ministry of Citizens' Services contacts as well as division contacts throughout the Ministry of Finance, including providing direction, advice and related training to others. Operates with considerable independence and discretion in assisting the Manager, FOI & Correspondence Unit to ensure consistent, coordinated and integrated approaches across the divisions are being applied to ministry FOI requests.

**ACCOUNTABILITIES**

- As the single point of contact for FOI requests within the ministry, the position supports the timeliness of responses from the initial call for records through to final sign off.
- Responds to complex or sensitive Freedom of Information requests and recommends appropriate response and reviews all FOI responses for appropriate severing in compliance with FOIPPA.
- Reviews, analyses, recommends, develops and authorizes responses to access requests for sensitive, confidential and complex information within specified timeframes.
- Analyses requested records to determine if any mandatory or discretionary exceptions specified in FOIPPA apply and what materials can be released ensuring risks, legal and security issues to the author, applicant, third parties and/or the client are considered.
- Reviews and ascertains the nature and extent of information requests, such as whether the request is within the ministry's jurisdiction or if another public body has a greater interest.
- Under the guidance of the FOI & Correspondence Unit Manager, makes determinations to involve senior management and/or executive if there are any extraordinary issues that arise during the processing of a request.
- Assists with the research, analysis, development and/or implementation of strategic policies relating to freedom of information and protection of privacy.

Career Group:

IM/IT

Job Family:

IM

Job Stream:

FOIPP

Role:

Technical

Revised Date:

September 2019



- Acts as liaison between Information Access Operations (IAO) and the divisions when responses to requests for review or complaints are made to the Office of the Information and Privacy Commissioner. Liaises with program areas to resolve outstanding reviews.
- Under the direction of the FOI & Correspondence Unit Manager and IAO, and as required, discusses requests with the applicants or their legal counsel to ensure requests are clearly defined, the FOI process is clearly understood, and to narrow or clarify the scope of the request.
- Reviews records provided by the divisions to determine if they are within the scope of the request and to ensure that all relevant records have been provided.
- Works with stakeholders to anticipate complexities, gather facts, identify resource requirements, develop alternatives and coordinate a timely response.
- Discusses time extensions or multiple releases of information for complex or extensive requests with government's FOI service provider (IAO) and ministry staff and applies for time extensions under the Act where required to support divisions.
- Determines if a fee, as prescribed by the Act, can be applied and assists in preparing a fee estimate where appropriate.
- Manages and organises a large and varied caseload with competing priorities.
- Ensures divisional ministry contacts and staff have the appropriate information and training necessary to fulfill the ministry's FOI requirements. Under the direction of the Manager, assesses information and training needs, develops materials and provides advisory and training services to FIN staff.
- Flags requests for government's FOI service provider (IAO) that may not be eligible for publication on Open Information.
- Recognizes and recommends requests and information that may be suitable for proactive release.
- Provides statistics on incoming FOIs and response rates by running and analysing reports from a data base. Under the direction of the Manager, conducts compliance reviews and prepares formal reports and recommends remedial actions.
- As and when required, processes incoming correspondence (determines who should respond, logs into CLIFF, assigns to staff, etc.), edits and sends out responses, tracks correspondence, and assists with other correspondence duties.
- Directs the dissemination of FOI requests or other related materials within tight timelines.

## JOB REQUIREMENTS

### Education and Experience

- Diploma or higher. Preference may be given to applicants with education in a field related to Information Management, public administration, or another **directly related** discipline.
- An equivalent combination of education and experience may be considered.
- Minimum 1 year of experience serving multiple clients.
- Minimum 1 year of experience working in a high-volume, fast-paced, confidential environment.

Career Group:

IM/IT

Job Family:

IM

Job Stream:

FOIPP

Role:

Technical

Revised Date:

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- Experience in managing caseloads. Preference may be given to applicants with 1 or more years of this experience.
- Experience coordinating complex files. Preference may be given to applicants with 1 or more years of this experience.
- Preference may be given to applicants with any of the following:
  - Experience with records management.
  - Experience interpreting and applying information access legislation, policies and directives (such as FOIPPA).
  - Experience working directly with FOI requests, such as coordinating, disseminating, analysing, processing, reviewing, packaging, collecting, and/or assessing harms on records for Freedom of Information requests.

### **Knowledge, Skills, and Abilities**

- Knowledge of legislation, policies and procedures related to the collection, use and disclosure of information including the FOIPP Act/Regulation and associated related principles, policies and procedures as well as a broad understanding of current issues, an understanding of relevant policies, and an awareness of, and sensitivity to, the political environment.
- Excellent written and verbal communication skills.
- Exceptionally organized with strong attention to detail.
- Ability to prioritize and manage own workload in a high-volume, fast-paced environment.

### **PROVISO**

- Successful completion of security screening requirements of the BC Public Service, which may include a criminal records check, and/or Criminal Records Review Act (CRRRA) check, and/or enhanced security screening checks as required by the ministry (**Note: It is important that you read the job posting carefully to understand the specific security screening requirements pertaining to the position**).

### **BEHAVIOURAL COMPETENCIES**

- **Analytical Thinking** is the ability to comprehend a situation by breaking it down into its components and identifying key or underlying complex issues. It implies the ability to systematically organize and compare the various aspects of a problem or situation, and determine cause-and-effect relationships ("if...then...") to resolve problems in a sound, decisive manner. Checks to ensure the validity or accuracy of all information.
- **Information Seeking** is driven by a desire to know more about things, people or issues. It implies going beyond the questions that are routine or required in the job. It may include "digging" or pressing for exact information; resolution of discrepancies by asking a series of questions; or less-focused environmental "scanning" for potential opportunities or miscellaneous information that may be of future use.
- **Impact and Influence** is the ability to influence, persuade, or convince others to adopt a specific course of action. It involves the use of persuasive techniques, presentations or negotiation skills to achieve desired results.
- **Service Orientation** implies a desire to identify and serve customers/clients, who may include the public, co-workers, other branches/divisions, other ministries/agencies, other government organizations, and

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IM/IT

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FOIPP

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Technical

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non-government organizations. It means focusing one's efforts on discovering and meeting the needs of the customer/client.

- **Teamwork and Co-operation** is the ability to work co-operatively within diverse teams, work groups and across the organization to achieve group and organizational goals. It includes the desire and ability to understand and respond effectively to other people from diverse backgrounds with diverse views.
- **Results Orientation** is a concern for surpassing a standard of excellence. The standard may be one's own past performance (striving for improvement); an objective measure (achievement orientation); challenging goals that one has set; even improving or surpassing what has already been done (continuous improvement) or demonstrating a willing to move forward despite ambiguity.
- **Concern for Order** reflects an underlying drive to reduce uncertainty in the surrounding environment. It is expressed as monitoring and checking work or information, insisting on clarity of roles and functions, etc.

#### **INDIGENOUS RELATIONS BEHAVIOURAL COMPETENCY**

- **Empathy** is the ability to recognize, understand and directly experience the emotion of another. It involves listening with heart, accepting their message, and staying focused on their experience rather than reacting. It means understanding that the behaviour may be connected to something outside of the immediate situation. (Sympathy is not empathy. Sympathy means feeling pity and sorrow for someone's misfortune, or the tendency to want to help them with what you see as something negative. This can send a message that you believe that others cannot arrive at their own solutions.



**TITLE: MANAGER, FOI & CORRESPONDENCE UNIT**

**CLASSIFICATION: BAND 1**

**MINISTRY: FINANCE**

**BRANCH: DEPUTY MINISTER'S OFFICE**

**SUPERVISOR TITLE: DIRECTOR, EXECUTIVE OPERATIONS & STRATEGIC INITIATIVES**

**SUPERVISOR POSITION: 00008173**

## CONTEXT

The Freedom of Information and Correspondence unit in the Deputy Minister's Office is responsible for managing the processing of Freedom of Information Requests in the Minister's Office and Ministry. The unit is responsible for ensuring the Ministry is in compliance with the Freedom of Information and Protection of Privacy Act (FOIPPA) and liaising with the central agency in this regard. The unit also manages executive correspondence, processing the Minister's and Deputy Minister's incoming letters and emails for response and either editing or drafting replies.

## JOB OVERVIEW

This position reports to the Director, Executive Operations and Strategic Initiatives in the Deputy Minister's Office. The position operates with considerable independence and discretion in assisting the Director to ensure consistent, coordinated and integrated approaches across the Ministry are being applied to information management practices, Ministry Freedom of Information (FOI) requests and executive correspondence.

The position provides professional and technical advice and recommendations to the Director, Deputy Minister and Executive team on emerging issues related to cross-ministry information management projects, initiatives and training as they relate to Freedom of Information and the overall correspondence processes in the Ministry.

The position is responsible for setting the overall direction for the Correspondence Unit and FOI Unit to ensure accurate and consistent responses to a large volume of FOI and correspondence related to a wide variety of Ministry issues. The Manager, FOI & Correspondence is the key contact in the Ministry for enquiries from the Minister's Office related to FOI and correspondence and is responsible for ensuring the Minister's Office is in compliance with Freedom of Information requirements.

## ACCOUNTABILITIES

- Manages an integrated approach to FOI requests for the Minister's Office and the Ministry
- Primary liaison with the central agency on FOI and commission reviews and/or commission audits related to the Ministry
- Advises the Minister's Office on FOI requests, including how to search for responsive documents. Assists in the search of Minister's Office records as and when required. Determines if the search and the severing of documents are in compliance with FOIPPA before sending to the Information Access Office (IAO)

- Advises the Minister's Office on records management including the structure of appropriate filing standards.
- Monitors all active requests, consultations and complaints under the Freedom of Information and Protection of Privacy Act (FOIPPA) and ensures that statutory timelines are met.
- Establishes and manages Ministry processes and projects and provides professional and technical advice to the divisions on how amendments and regulatory changes in FOIPPA affect business procedures and ensures that roles and responsibilities are understood.
- Develops, communicates and implements Ministry policies and procedures related to correspondence, including development, maintenance and enhancements to the Ministry's correspondence manual and style guide and ensure the timely distribution of new government directives.
- Ensures Minister's correspondence is handled in a timely, accurate and consistent manner within guidelines set out by the Premier's Office.
- Develops and maintains a broad range of stakeholder relationships to achieve FOI and executive correspondence objectives are met and leads consultation sessions.
- Supervises the FOI Coordinator and Correspondence Team Lead positions, including providing professional and technical guidance and advice, coordinating and managing assigned work methods and service delivery, determining work goals and objectives, developing and evaluating performance plans, approving leave, responding to grievances, and initiating discipline processes.
- Sets direction for the Unit and provides oversight to FOI and Correspondence in the Ministry.

## **JOB REQUIREMENTS**

- Formal post-secondary course work in communications, public relations, or business administration. An equivalent combination of education and experience may be considered.
- Three (3) years related experience working in the field of correspondence, communications, FOI or Information Management. Preference may be given to recent working experience.
- One (1) year experience managing staff, team building and work planning. Preference may be given to more years' experience.
- One (1) year experience interpreting and applying legislation related to FOI. Preference may be given to recent experience.
- Experience developing partnerships with stakeholders and leading projects in a large, complex organization.

Preference may be given to applicants who have one or more of the following:

- Diploma or higher in communications, public relations, or business administration
- Experience dealing with confidential and sensitive issues.

Successful completion of security screening requirements of the BC Public Service, which may include a criminal records check, and/or Criminal Records Review Act (CRRA) check, and/or enhanced security screening

checks as required by the ministry (**Note: It is important that you read the job posting carefully to understand the specific security screening requirements pertaining to the position).**

### KNOWLEDGE, SKILLS AND ABILITIES

- Excellent planning and organizational skills, with an ability to manage and complete complex and concurrent projects within time and resource constraints, and with an ability to manage diverse workloads effectively and independently.
- Excellent written and verbal communication skills combined with strong interpersonal, relationship-building and conflict management skills
- Ability to establish and maintain effective working relationships with senior executives, management and others
- Ability to anticipate and identify critical issues with the ability to assess their impact exercising strong judgment and maintaining confidentiality
- Knowledge of the Freedom of Information and Protection of Privacy Act, Information Management Act and procedures related to the collection, use and disclosure of information

### BEHAVIOURAL COMPETENCIES

- **Business Acumen** is the ability to understand the business implications of decisions and the ability to strive to improve organizational performance. It requires an awareness of business issues, processes and outcomes as they impact the client's and the organization's business needs.
- **Organizational Awareness** is the acumen to appreciate and the ability to use the power relationships in either one's own, or other, organization(s). This includes the ability to identify the real decision-makers and the individuals who can influence them; and to predict how new events or situations will affect individuals and groups within the organization.
- **Planning, Organizing and Coordinating** involves proactively planning, establishing priorities and allocating resources. It is expressed by developing and implementing increasingly complex plans. It also involves monitoring and adjusting work to accomplish goals and deliver to the organization's mandate.
- **Leadership** implies a desire to lead others including diverse teams. Leadership is generally, but certainly not always, shown from a position of formal authority. The "team" here should be understood broadly as any group with which the person interacts regularly.
- **Improving Operations** is the ability and motivation to apply one's knowledge and past experience for improving upon current modes of operation within the Ministry. This behaviour ranges from adapting widely used approaches to developing entirely new value-added solutions.
- **Managing Organizational Resources** is the ability to understand and effectively manage resources (e.g., people, materials, assets). This is demonstrated through measurement, planning and control of resource to maximize results. It requires a balance of qualitative (e.g., client satisfaction) and quantitative (e.g., service costs) needs.



## INDIGENOUS RELATIONS BEHAVIOURAL COMPETENCIES

- **Sustained Learning and Development** means continually increasing your ability to build and maintain respectful and effective relationships with Aboriginal people. Central to this competency is appreciating that there are many other cultural understandings of knowledge and ways of working that have legitimacy and deserve respect – and therefore require our continual learning and development, including direct exposure to cultural and community ways. It includes an eagerness to continually reflect upon and assess your own level of cultural agility and competence, self awareness, and expertise. It means being willing to learn in new and different ways and appreciating how diverse ways of thinking and acting can ensure the success of the BC Public Service in supporting Aboriginal self-determination.
- **Change Leadership** means continually increasing your ability to build and maintain respectful and effective relationships with Aboriginal people. Central to this competency is appreciating that there are many other cultural understandings of knowledge and ways of working that have legitimacy and deserve respect – and therefore require our continual learning and development, including direct exposure to cultural and community ways. It includes an eagerness to continually reflect upon and assess your own level of cultural agility and competence, self awareness, and expertise. It means being willing to learn in new and different ways and appreciating how diverse ways of thinking and acting can ensure the success of the BC Public Service in supporting Aboriginal self-determination.
- **Self-Discovery and Awareness** means understanding one's thoughts, feelings, values and background and how they impact the success of the interaction and relationship, or how they may influence one's work. It is recognizing one's own biases by tracing them to their origins, through reflection and by noticing one's own behaviour – and then intentionally seeking a way forward that positively impacts the interaction and relationship. It means maintaining new ways of thinking and acting when situations become difficult or uncertain, or in times of urgency.

**TITLE: FOIPP & RECORDS SENIOR OFFICER****CLASSIFICATION: ADMINISTRATIVE OFFICER 21****MINISTRY:** MINISTRY OF FINANCE**WORK UNIT: FINANCE & CONTRACT OBLIGATIONS****SUPERVISOR TITLE:** SENIOR FINANCIAL CONTRACT MANAGER **SUPERVISOR POSITION #:****JOB OVERVIEW**

*To act as the Branch expert in maintaining compliance with the Freedom of Information and Privacy Protection Act and coordinate complex Freedom of Information responses to requests regarding two Alternate Service Delivery (ASD) contracts and individual requests regarding collections owing. Duties include liaising with and advising multiple service providers, staff and executives.*

*To advise and oversight manage branch and service providers in the effective management of Provincial information assets in accordance with their determined value and as required by legislation, policy, standards and procedures.*

**ACCOUNTABILITIES****FOIPPA**

- Acts as the Freedom of Information request expert for the branch in our response to individual requests for collections and account information and in our response to requests regarding two complex ASD Contracts. Management of branch responses requires involvement of third parties and various levels of Ministry staff. This position leads the coordination and delivery of these requests.
- Leads the continuous review of the Freedom of Information request processes within the Revenue Solutions Branch and participates in the leadership of Ministry Staff and Service Providers during the implementation of process changes ensuring quality responses to the applicant while utilizing minimal resources.
- Collaborates with Ministry Staff and Service Providers to respond to complex and sensitive Freedom of Information requests by performing timely analysis of each request and advising the required parties of necessary actions and associated timelines.
- Verifies responsive requests for completeness and advises external stakeholders and Service Providers on outstanding information and appropriate resolution. Verification includes a review for potential areas where publication may impact another stakeholder and to ensure the response is in compliance with legislation.
- Advises on legislative, regulatory and policy issues relating to FOI, Privacy and Security, and Information Management
- Provides supporting documentation for media releases and other Ministry correspondence.
- From time to time works with the Independent Access Office to provide accurate information to the Office of the Information and Privacy Commissioner to resolve Freedom of Information complaints on behalf of the Ministry in order to achieve resolution with all stakeholders.

- Builds and delivers education materials to branch staff on accepted government standards and procedures related to FOI, Privacy and Security, and Records Management.
- Collaborates with high level executives to provide branch staff with professional learning sessions on Privacy and Security and to continuously improve the Freedom of Information process within Government.
- Maintains a repository tracking information or privacy incident notifications to ensure branch staff and Service Providers complete privacy and security compliance reviews when appropriate. Prepares reports and recommends remedial actions where discrepancies are found.
- Advises branch staff and acts as the first point of contact for all matters related to the Freedom of Information and Privacy Protection Act on Ministry Lean Committees.

#### **Information Management [LAN, EDRMS]**

- Leads the branch during the development and implementation of changes required in the management of information assets and continuously reviews the processes in place to identify and implement best practices.
- Acts as the information management expert for the branch and is the first point of contact for all matters related to information management.
- Educates the branch on current and developing information management practices, including developing and maintaining user manuals.
- Develops and enforces strategies, methods and standards to ensure records are protected according to legislative requirements.
- Works with the Information Access Office in the development of and/or amendments to Operational Records Classification systems (ORCS) and/or other classification, retention and disposition systems in compliance with legislative and client requirements or, if part of a Ministry team, applies business and records management knowledge to contribute to and assist in the development and review of ORCS.
- Administers and controls the lifecycle management and disposition of all branch recorded information, including information requirements related to two complex ASD contracts.
- Develops, implements, manages, evaluates and improves document control processes and operating procedures to ensure all contractual, branch administration and FOI response documents are maintained in accordance with ORCS and ARCS standards.
- Provides advice and support for integrating Electronic Records Management Systems (EDRMS) with the line-of-business applications and responds to user concerns.
- Provides advice and guidance to client business units on the effective management of information in all formats; responds to issues and queries on the creation, retention, retrieval and destruction of records and data.
- Provides oversight of the Branch Generic Email and Share Point Site to ensure information is addressed by an appropriate individual and managed in accordance with government standards.
- Manages contractual documents to provide branch staff with access to current information by performing contract analysis, documenting superseded information and providing links to current information.
- Recommends changes to records classification systems resulting from program changes.



- Abridges and classifies legal opinions and advice by developing, implementing and maintaining a legal repository that houses metadata and links to ensure reliability, completeness and accuracy of information to support strategic negotiations and decisions.
- Performs periodic compliance audits on user identity and access controls, group access rights and monitoring access rights based on least privilege principle, investigates and reports on policy breaches and recommends remedial actions.
- Performs basic duties of Obligation Team Lead when this individual is out of office, including maintenance of obligation tracker and providing information to management, as requested.

#### **Information Technology [LAN, SharePoint, EDRMS]**

- Leads, implements and liaises with Data Access during the physical design, installation, configuration and execution of security and operational procedures for the Revenue Solutions Branch LAN structure.
- Collaborates with high level executives to develop and deliver expert training and security awareness presentations specific to the needs of the branch.
- Administers, monitors and documents access structures and lists across multiple systems, and defines and requests profile options at the system, applicant, and responsibility level. Reviews access controls, IDs, and groups' lists to ensure they are current and recommends a course of action where risk is determined as unacceptable.
- Investigates and resolves security and access issues escalated by staff and other users, and administers data access and security.

### **JOB REQUIREMENTS**

#### **EDUCATION AND RELATED EXPERIENCE:**

- Degree, diploma, or certificate related to records management or equivalent combination of education and experience in related discipline (such as information management or public administration).
- Experience interpreting and applying legislation and policy related to information management.
- Experience as an Analyst, or an equivalent work experience.
- Experience working in a records management environment and knowledge of records management systems.
- Successful completion of security screening requirements of the BC Public Service, which may include a criminal records check, and/or Criminal Records Review Act (CRRRA) check, and/or enhanced security screening checks as required by the ministry (**Note: It is important that you read the job posting carefully to understand the specific security screening requirements pertaining to the position**).

#### **KNOWLEDGE AND SKILLS**

- Working knowledge of the Freedom of Information and Protection of Privacy Act, Document Disposal Act, and policies and procedures specifically related to the collection, use and disclosure of information is preferred.
- Strong organizational skills and ability to work independently, make decisions, manage competing priorities and produce quality results.
- Effective written and verbal interpersonal communication including translating a complex situation or response into plain language.
- Diplomacy, sound judgement and tact in dealing with sensitive or confidential issues.

- Flexibility to react to shifting priorities.
- Ability to work well in a team environment.

## BEHAVIOURAL COMPETENCIES

- **Analytical Thinking** is the ability to comprehend a situation by breaking it down into its components and identifying key or underlying complex issues. It implies the ability to systematically organize and compare the various aspects of a problem or situation, and determine cause-and-effect relationships ("if...then...") to resolve problems in a sound, decisive manner. Checks to ensure the validity or accuracy of all information.
- **Partners with Stakeholders** is the desire to work co-operatively with all stakeholders to meet mutual goals. It involves an awareness that a relationship based on trust is the foundation for success in delivering results.
- **Results Orientation** is a concern for surpassing a standard of excellence. The standard may be one's own past performance (striving for improvement); an objective measure (achievement orientation); challenging goals that one has set; or even improving or surpassing what has already been done (continuous improvement). Thus, a unique accomplishment also indicates a Results Orientation.
- **Service Orientation** implies a desire to identify and serve customers/clients, who may include the public, co-workers, other branches/divisions, other ministries/agencies, other government organizations, and non-government organizations. It means focusing one's efforts on discovering and meeting the needs of the customer/client.
- **Teamwork and Co-operation** is the ability to work co-operatively within diverse teams, work groups and across the organization to achieve group and organizational goals. It includes the desire and ability to understand and respond effectively to other people from diverse backgrounds with diverse views.

**TITLE: REVENUE DIVISION INFORMATION MANAGEMENT ANALYST**

**CLASSIFICATION: AO18**

**MINISTRY: MINISTRY OF FINANCE**

**WORK UNIT: PUBLIC INFORMATION AND  
CORPORATE SERVICES**

**SUPERVISOR TITLE: MANAGER, DIVISIONAL OPERATIONS**

**SUPERVISOR POSITION #: 00008511**

## **JOB OVERVIEW**

*Responsible for being the corporate expert leading and administering Revenue Division's information and records management efficiencies and effectiveness, its infrastructure and compliance with legislation, regulations, Chief Records Officer Directives and Guidelines, policies, standards and procedures.*

*Responsible for creating and maintaining a positive information management culture that promotes excellence in information and record-keeping practices which ensure accessibility, authenticity, integrity and accuracy to a diverse and complex division, ministry, government wide client-base and the taxpayer.*

*To lead Revenue's divisional client base, which provides complex tax administration and compliance activities under tax statutes through audit assessments, tax refunds, credit and benefit programs, collection of taxes, royalties and levees. This position is responsible for the interpretation of legislation and expert leadership to ensure Revenue Division is in compliance with the Information Management Act.*

*To provide divisional support, advice, guidance and training, in the area of government recognized information management practices and standards. To support ADM, Executives and program areas to ensure the implementation and maintenance of structured and standardized records management processes and schedules.*

*In the area of regulatory change, to act as Revenue Division's lead supporting the development and implementation of adequate and appropriate security measures, management of information assets and practices, and support in liaising as a single point of contact in the decommissioning of systems.*

## **ACCOUNTABILITIES**

Required:

1. Interprets, educates and advises on the application of records management legislation and policy, including the *Information Management Act* and the *Core Policy and Procedures Manual*, to a divisional and ministry and service provider client base.
2. Develops, implements, monitors and enforces divisional strategies, methods and standards, ensuring information is managed according to information schedule requirements.
3. Conducts assessments on costs and access, inventory, gaps and systemic issues and is responsible for taking steps to mitigate and respond effectively to CIRMO ministry assessments.
4. Performs periodic compliance audits, investigates and manages risks, and recommends remedial actions.

**Date: August 15, 2024**



5. Conducts ongoing divisional audits to ensure appropriate and timely controls on the lifecycle management and disposition of information meet statutory requirements.
6. Conducts compliance and technical reviews regarding classification and security of records and recommends changes to clients regarding physical and procedural security.
7. Accountable for project management leadership on information management projects across the division and, as required, the ministry.
8. Leads clients and internal and external stakeholders on requirements relating to the retention, disposition and decommissioning of data in systems and collaborates with Information Management Branch.
9. Responds to complex records and information management technical issues and queries related to the application of records retention and disposition of records and data.
10. Identifies, develops and delivers regular records management training to clients.
11. Reviews context, content and significance of information and other material to determine and advise whether they meet requirements of the Documenting Government Decisions Directive and Guidelines.
12. Communicates, interprets and educates in a timely manner legislative and policy changes to executives and staff.
13. Responsible for the management of vital records disaster recovery plans.
14. Provides records management expertise and assists clients in the review of ORCS developments.
15. Works directly with CIRMO, Ministry Records Officer, Corporate Services Division and staff, to support divisional and ministry information management objectives and goals.
16. Ensures the infrastructure of Revenue's information management programs allows for the ready extraction/retrieval of information and data required under the *Freedom of Information and Protection of Privacy Act* (FOIPPA).
17. Building a culture of information management, leading workshops, presentations, and connecting branches single points of contacts.

## **JOB REQUIREMENTS**

### **EDUCATION AND EXPERIENCE:**

- Diploma or certificate in a field related to information management, or equivalent combination of education, training and/or experience may be considered.
- Minimum 3 years experience in using and applying classification systems (ARCS/ORCS) and special schedules.
- Minimum 2 years experience coordinating/leading projects.
- Minimum 3 years experience with desktop self-sufficiency (standard office software, email and calendar systems)
- Minimum 3 years experience in LAN management, and TRIM, or equivalent Electronic Document Records Management Systems (EDRMS) software.
- Minimum 2 years experience with information legislation, policies and procedures related to the collection, use and disclosure of information.

**Date: August 15, 2024**

- Preference may be given to applicants with Adobe Acrobat Professional experience.
- Successful completion of security screening requirements of the BC Public Service, which may include a criminal records check, and/or Criminal Records Review Act (CRRA) check, and/or enhanced security screening checks as required by the ministry (**Note: It is important that you read the job posting carefully to understand the specific security screening requirements pertaining to the position**).

#### KNOWLEDGE, SKILLS AND ABILITIES:

- Ability to provide clear and concise oral and written information.
- Knowledge of ARCS/ORCS, LAN management, TRIM or equivalent Electronic Document Records Management Systems (EDRMS) software, and Adobe Acrobat Professional.
- Ability to write professional emails concisely and clearly.
- Knowledge of the Freedom of Information and Protection of Privacy Act (FOIPPA).
- Knowledge of the Information Management Act and the Core Policy and Procedures Manual.

#### BEHAVIOURAL COMPETENCIES

- **Concern for Order** reflects and underlying drive to reduce uncertainty in the surrounding environment. It is expressed as monitoring and checking work or information, insisting on clarity of roles and functions, etc.
- **Decisive Insight** combines the ability to draw on one's own experience, knowledge and training and effectively problem-solve increasingly difficult and complex situations. It involves breaking down problems, tracing implications and recognizing patterns and connections that are not obviously related. It translates into identifying underlying issues and making the best decisions at the most appropriate time. At higher levels, the parameters upon which to base the decision become increasingly complex and ambiguous and call upon novel ways to think through issues.
- **Problem Solving/Judgement** is the ability to analyze problems systematically, organize information, identify key factors, identify underlying causes and generate solutions.
- **Results Orientation** is a concern for surpassing a standard of excellence. The standard may be one's own past performance (striving for improvement); an objective measure (achievement orientation); challenging goals that one has set; or even improving or surpassing what has already been done (continuous improvement). Thus, a unique accomplishment also indicates a Results Orientation.
- **Service Orientation** implies a desire to identify and serve customers/clients, who may include the public, co-workers, other branches/divisions, other ministries/agencies, other government organizations, and non-government organizations. It means focusing one's efforts on discovering and meeting the needs of the customer/client.
- **Teamwork and Co-operation** is the ability to work co-operatively within diverse teams, work groups and across the organization to achieve group and organizational goals. It includes the desire and ability to understand and respond effectively to other people from diverse backgrounds with diverse views.
- **Change Leadership** is championing the achievement of intended, real change that meets the enduring vision of Indigenous self-determination in British Columbia. It involves collaboratively developing and implementing ideas to achieve positive change from anywhere in the BC Public

Date: August 15, 2024

Service. The change leader learns from other leaders and elders, models the vision and encourages members of the public service to commit to and champion the vision. The change leader inspires others into new ways of thinking and doing business. The change leader routinely energizes the change process and removes barriers to change.

- **Self-discovery and Awareness** is understanding one's thoughts, feelings, values and background and how they impact the success of the interaction and relationship, or how they may influence one's work. It is recognizing one's own biases by tracing them to their origins, through reflection and by noticing one's own behaviour—and then intentionally seeking a way forward that positively impacts the interaction and relationship. It means maintaining new ways of thinking and acting when situations become difficult or uncertain, or in times of urgency.

Date: August 15, 2024



# **Consumer Taxation Audit Branch**

## **2023 Information Management Assessment**

### **Status Update**

Prepared by: Melinda Hollefreund  
Revenue Division's Information Management Analyst  
2023-03-01

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## Overview

The purpose of this Status Update is to review the maturity ratings. This will guide your branch to see where there still maybe systemic issues that exist. The Divisional goal is to achieve a maturity rating of 3-Defined in all criterions. Everything is defined by documentation and action.

Results may vary from 2019 Information Management Assessment (Staff turnover, change in roles, etc.)

## Methodology

Maturity scale ranges from 1-Initial, 2-Repeatable, 3-Defined, 4-Managed, 5-Optimized. Our goal is to meet CIRMO's standard of a maturity level 3-Defined for each of the criterion.

### Level 1 & Level 2

Awareness without documentation of our processes is typically measured at a level 2. Lack of awareness and undocumented processes is typically measured at a level 1. These levels indicate high financial and efficiency risks:

- loss of records;
- loss of corporate knowledge;
- waste of time searching for records;
- redundancy;
- lack of guidance to maintain basic information management standards;
- lack of awareness in processes;
- higher financial costs for storage of physical and digital information;
- high volume of transitory records, duplicates and multiple drafts;
- increased work and costs for FOI and litigation – process and review of records that could have been destroyed;
- litigation penalties resulting from records produced late or if records are identified as missing; and
- OIPC complaint processing when applicants are unhappy with the results from FOI request searches.

### Level 3

Documentation of our processes is typically measured at a level 3. This level indicates basic information management needs are met and financial and efficiency risks are minimal.

### Level 4 & Level 5

Levels 4 or 5 indicate strong information management with few risks. There is potential of optimization of processes and improvements to practices.



## Status Update

This update is an overview of your branch's maturity ratings for each criterion of the Information Management Practice Review (Corporate Information and Records Management Office framework).

**Business Areas Canvassed:** Branch was represented as a whole by one interviewee; therefore, no business areas were specifically canvassed.

**IM SPOC:** Andrew Ahn (Data and Records Analyst)

**Maturity Ratings: 1-Initial, 2-Repeatable, 3-Defined, 4-Managed, 5-Optimized**

Criteria		2019 Maturity Rating	2023 Maturity Rating
<b>1</b>	<b>Governance and Accountability</b>		
1.1	Records Management Accountabilities	3	3
1.2	Records Management Policies/Procedures	2	3
<b>2</b>	<b>Education and Awareness</b>		
2.1	Mandatory Employee Training	3	4
2.2	Role-Based Training	2	3
<b>3</b>	<b>Records Classification and Information Schedules</b>		
3.1	Record Classification	3	3
3.2	Information Schedule Development and Maintenance	3	3
<b>4</b>	<b>Digitization Requirements</b>		
4.1	Digital Records	2	3
4.2	Identify and Protect Digital Records Scheduled for Archiving	2	3
<b>5</b>	<b>Records Retention, Maintenance and Disposition</b>		
5.1	Records Retention, Holds, and Disposition	3	3
5.2	Records Transfers to IMA Bodies	1	n/a
5.3	Records Transfers to Non-IMA Bodies	n/a	n/a
5.4	Manage Physical Records	2	
<b>6</b>	<b>Recordkeeping Systems and Inventories</b>		
6.1	Manage Information in Recordkeeping Systems	2	3
6.2	Inventory of Ministry Systems and Repositories	n/a	n/a

## Observations

Documentation has raised the maturity rating to 3-**Defined** in all criteria.

Expectation: Maintain rating 3-**Defined**.

Next goal: 4-**Managed** – This is ensuring the policy and procedures become a regular routine.

**Criteria 2.1** A soft 4, meaning high 3 rounded to 4. This was due to effective documentation.

Acknowledging staff have done a tremendous amount of work to raise the maturity ratings. Congratulations. For more information, please refer to your 2019 Information Management Assessment.

# **Consumer Taxation Programs Branch**

## **2023 Information Management Assessment**

### **Status Update**

Prepared by: Melinda Hollefreund  
Revenue Division's Information Management Analyst  
2023-03-01

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## Overview

The purpose of this Status Update is to review the maturity ratings. This will guide your branch to see where there still maybe systemic issues that exist. The Divisional goal is to achieve a maturity rating of 3-Defined in all criterions. Everything is defined by documentation and action.

Results may vary from 2019 Information Management Assessment (Staff turnover, change in roles, etc.)

## Methodology

Maturity scale ranges from 1-Initial, 2-Repeatable, 3-Defined, 4-Managed, 5-Optimized. Our goal is to meet CIRMO's standard of a maturity level 3-Defined for each of the criterion.

### Level 1 & Level 2

Awareness without documentation of our processes is typically measured at a level 2. Lack of awareness and undocumented processes is typically measured at a level 1. These levels indicate high financial and efficiency risks:

- loss of records;
- loss of corporate knowledge;
- waste of time searching for records;
- redundancy;
- lack of guidance to maintain basic information management standards;
- lack of awareness in processes;
- higher financial costs for storage of physical and digital information;
- high volume of transitory records, duplicates and multiple drafts;
- increased work and costs for FOI and litigation – process and review of records that could have been destroyed;
- litigation penalties resulting from records produced late or if records are identified as missing; and
- OIPC complaint processing when applicants are unhappy with the results from FOI request searches.

### Level 3

Documentation of our processes is typically measured at a level 3. This level indicates basic information management needs are met and financial and efficiency risks are minimal.

### Level 4 & Level 5

Levels 4 or 5 indicate strong information management with few risks. There is potential of optimization of processes and improvements to practices.

## Status Update

This update is an overview of your branch's maturity ratings for each criterion of the Information Management Practice Review (Corporate Information and Records Management Office framework).

**Business Areas Canvassed:** Branch was represented as a whole by one interviewee; therefore, no business areas were specifically canvassed.

**IM SPOC:** Geoff Kerr (Records Analyst)

**Maturity Ratings: 1-Initial, 2-Repeatable, 3-Defined, 4-Managed, 5-Optimized**

Criteria		2019 Maturity Rating	2023 Maturity Rating
<b>1</b>	<b>Governance and Accountability</b>		
1.1	Records Management Accountabilities	2	3
1.2	Records Management Policies/Procedures	2	3
<b>2</b>	<b>Education and Awareness</b>		
2.1	Mandatory Employee Training	3	4
2.2	Role-Based Training	1	3
<b>3</b>	<b>Records Classification and Information Schedules</b>		
3.1	Record Classification	2	3
3.2	Information Schedule Development and Maintenance	2	3
<b>4</b>	<b>Digitization Requirements</b>		
4.1	Digital Records	3	3
4.2	Identify and Protect Digital Records Scheduled for Archiving	2	3
<b>5</b>	<b>Records Retention, Maintenance and Disposition</b>		
5.1	Records Retention, Holds, and Disposition	3	3
5.2	Records Transfers to IMA Bodies	2	2
5.3	Records Transfers to Non-IMA Bodies	2	2
5.4	Manage Physical Records	2	3
<b>6</b>	<b>Recordkeeping Systems and Inventories</b>		
6.1	Manage Information in Recordkeeping Systems	2	3
6.2	Inventory of Ministry Systems and Repositories	n/a	n/a

## Observations

- 11 out of 13 criteria have achieved maturity rating **3-Defined**.
- **Criteria 2.1** is a soft 4, meaning a high 3 rounded to 4.
- **Criteria 5.2 and 5.3** remains unchanged due to respondent not knowing. This requires documentation about transfers. Document
- Documentation is your key asset and is what has raised the maturity ratings.

Staff is aware of the responsibility of managing their information, however, this is in progress as the Records Analyst continues to assist each team in guiding and training them. Documentation is crucial.

For more information, please refer to your 2019 Information Management Assessment.

# **Income Taxation Branch**

## **2023 Information Management Assessment Status Update**

Prepared by: Melinda Hollefreund  
Revenue Division's Information Management Analyst  
2023-03-01

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## Overview

The purpose of this Status Update is to review the maturity ratings. This will guide your branch to see where there still maybe systemic issues that exist. The Divisional goal is to achieve a maturity rating of 3-**Defined** in all criterions. Everything is defined by documentation and action.

Results may vary from 2019 Information Management Assessment (Staff turnover, change in roles, etc.)

## Methodology

Maturity scale ranges from 1-**Initial**, 2-**Repeatable**, 3-**Defined**, 4-**Managed**, 5-**Optimized**. Our goal is to meet CIRMO's standard of a maturity level 3-**Defined** for each of the criterion.

### Level 1 & Level 2

Awareness without documentation of our processes is typically measured at a level 2. Lack of awareness and undocumented processes is typically measured at a level 1. These levels indicate high financial and efficiency risks:

- loss of records;
- loss of corporate knowledge;
- waste of time searching for records;
- redundancy;
- lack of guidance to maintain basic information management standards;
- lack of awareness in processes;
- higher financial costs for storage of physical and digital information;
- high volume of transitory records, duplicates and multiple drafts;
- increased work and costs for FOI and litigation – process and review of records that could have been destroyed;
- litigation penalties resulting from records produced late or if records are identified as missing; and
- OIPC complaint processing when applicants are unhappy with the results from FOI request searches.

### Level 3

Documentation of our processes is typically measured at a level 3. This level indicates basic information management needs are met and financial and efficiency risks are minimal.

### Level 4 & Level 5

Levels 4 or 5 indicate strong information management with few risks. There is potential of optimization of processes and improvements to practices.

## Status Update

This update is an overview of your branch's maturity ratings for each criterion of the Information Management Practice Review (Corporate Information and Records Management Office framework).

**Business Areas Canvassed:** Branch was represented as a whole by one interviewee; therefore, no business areas were specifically canvassed.

**IM SPOC:** Dana Anderson (Manager, Information Management and Benefit Programs)

**Maturity Ratings: 1-Initial, 2-Repeatable, 3-Defined, 4-Managed, 5-Optimized**

Criteria		2019 Maturity Rating	2023 Maturity Rating
<b>1</b>	<b>Governance and Accountability</b>		
1.1	Records Management Accountabilities	3	3
1.2	Records Management Policies/Procedures	2	3
<b>2</b>	<b>Education and Awareness</b>		
2.1	Mandatory Employee Training	3	3
2.2	Role-Based Training	1	3
<b>3</b>	<b>Records Classification and Information Schedules</b>		
3.1	Record Classification	2	3
3.2	Information Schedule Development and Maintenance	2	3
<b>4</b>	<b>Digitization Requirements</b>		
4.1	Digital Records	2	3
4.2	Identify and Protect Digital Records Scheduled for Archiving	2	3
<b>5</b>	<b>Records Retention, Maintenance and Disposition</b>		
5.1	Records Retention, Holds, and Disposition	2	3
5.2	Records Transfers to IMA Bodies	n/a	n/a
5.3	Records Transfers to Non-IMA Bodies	2	2
5.4	Manage Physical Records	2	2
<b>6</b>	<b>Recordkeeping Systems and Inventories</b>		
6.1	Manage Information in Recordkeeping Systems	2	3
6.2	Inventory of Ministry Systems and Repositories	n/a	n/a

## Observations

- **10 out of 12 criteria** have achieved maturity rating **3-Defined**.
- **Criteria 5.3** remains unchanged. Respondent unaware of transfer and did not have background from the 2019 Assessment interviews conducted with previous IM SPOC. As per October 2022, 6-month check-in, it was suggested to note a procedure in the event a future transfer does occur.
- **Criteria 5.4** physical files are being dealt with.
- Documentation is your key asset and is what has raised the maturity ratings.

Acknowledging staff has done a tremendous amount of work to raise the maturity ratings. Congratulations. For more information, please refer to your 2019 Information Management Assessment.

# **Investigations Unit**

## **2023 Information Management Assessment Status Update**

Prepared by: Melinda Hollefreund  
Revenue Division's Information Management Analyst  
2023-03-01

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## Overview

The purpose of this Status Update is to review the maturity ratings. This will guide your branch to see where there still maybe systemic issues that exist. The Divisional goal is to achieve a maturity rating of 3-Defined in all criterions. Everything is defined by documentation and action.

Results may vary from 2019 Information Management Assessment (Staff turnover, change in roles, etc.)

## Methodology

Maturity scale ranges from 1-Initial, 2-Repeatable, 3-Defined, 4-Managed, 5-Optimized. Our goal is to meet CIRMO's standard of a maturity level 3-Defined for each of the criterion.

### Level 1 & Level 2

Awareness without documentation of our processes is typically measured at a level 2. Lack of awareness and undocumented processes is typically measured at a level 1. These levels indicate high financial and efficiency risks:

- loss of records;
- loss of corporate knowledge;
- waste of time searching for records;
- redundancy;
- lack of guidance to maintain basic information management standards;
- lack of awareness in processes;
- higher financial costs for storage of physical and digital information;
- high volume of transitory records, duplicates and multiple drafts;
- increased work and costs for FOI and litigation – process and review of records that could have been destroyed;
- litigation penalties resulting from records produced late or if records are identified as missing; and
- OIPC complaint processing when applicants are unhappy with the results from FOI request searches.

### Level 3

Documentation of our processes is typically measured at a level 3. This level indicates basic information management needs are met and financial and efficiency risks are minimal.

### Level 4 & Level 5

Levels 4 or 5 indicate strong information management with few risks. There is potential of optimization of processes and improvements to practices.

## Status Update

This update is an overview of your branch's maturity ratings for each criterion of the Information Management Practice Review (Corporate Information and Records Management Office framework).

**Business Areas Canvassed:** Branch was represented as a whole by one interviewee; therefore, no business areas were specifically canvassed.

**IM SPOC:** Marco Greco (Team Leader)

**Maturity Ratings: 1-Initial, 2-Repeatable, 3-Defined, 4-Managed, 5-Optimized**

Criteria		2019 Maturity Rating	2023 Maturity Rating
<b>1</b>	<b>Governance and Accountability</b>		
1.1	Records Management Accountabilities	2	3
1.2	Records Management Policies/Procedures	2	3
<b>2</b>	<b>Education and Awareness</b>		
2.1	Mandatory Employee Training	2	3
2.2	Role-Based Training	1	3
<b>3</b>	<b>Records Classification and Information Schedules</b>		
3.1	Record Classification	1	3
3.2	Information Schedule Development and Maintenance	1	3
<b>4</b>	<b>Digitization Requirements</b>		
4.1	Digital Records	2	3
4.2	Identify and Protect Digital Records Scheduled for Archiving	2	3
<b>5</b>	<b>Records Retention, Maintenance and Disposition</b>		
5.1	Records Retention, Holds, and Disposition	2	3
5.2	Records Transfers to IMA Bodies	n/a	n/a
5.3	Records Transfers to Non-IMA Bodies	n/a	n/a
5.4	Manage Physical Records	2	3
<b>6</b>	<b>Recordkeeping Systems and Inventories</b>		
6.1	Manage Information in Recordkeeping Systems	2	3
6.2	Inventory of Ministry Systems and Repositories	n/a	n/a

## Observations

Documentation has raised the maturity rating to 3-**Defined** in all criteria.

Expectation: Maintain rating 3.

Next goal: Maturity rating 4-**Managed**. This is ensuring the policy and procedures become a regular routine.

Acknowledging staff have done a tremendous amount of work to raise the maturity ratings. Congratulations.

For more information, please refer to your 2019 Information Management Assessment.

# **Mineral, Oil and Gas Revenue**

## **2023 Information Management Assessment**

### **Status Update**

Prepared by: Melinda Hollefreund  
Revenue Division's Information Management Analyst  
2023-03-01

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## Overview

The purpose of this Status Update is to review the maturity ratings. This will guide your branch to see where there still maybe systemic issues that exist. The Divisional goal is to achieve a maturity rating of 3-**Defined** in all criterions. Everything is defined by documentation and action.

Results may vary from 2019 Information Management Assessment (Staff turnover, change in roles, etc.)

## Methodology

Maturity scale ranges from 1-**Initial**, 2-**Repeatable**, 3-**Defined**, 4-**Managed**, 5-**Optimized**. Our goal is to meet CIRMO's standard of a maturity level 3-**Defined** for each of the criterion.

### Level 1 & Level 2

Awareness without documentation of our processes is typically measured at a level 2. Lack of awareness and undocumented processes is typically measured at a level 1. These levels indicate high financial and efficiency risks:

- loss of records;
- loss of corporate knowledge;
- waste of time searching for records;
- redundancy;
- lack of guidance to maintain basic information management standards;
- lack of awareness in processes;
- higher financial costs for storage of physical and digital information;
- high volume of transitory records, duplicates and multiple drafts;
- increased work and costs for FOI and litigation – process and review of records that could have been destroyed;
- litigation penalties resulting from records produced late or if records are identified as missing; and
- OIPC complaint processing when applicants are unhappy with the results from FOI request searches.

### Level 3

Documentation of our processes is typically measured at a level 3. This level indicates basic information management needs are met and financial and efficiency risks are minimal.

### Level 4 & Level 5

Levels 4 or 5 indicate strong information management with few risks. There is potential of optimization of processes and improvements to practices.

## Status Update

This update is an overview of your branch's maturity ratings for each criterion of the Information Management Practice Review (Corporate Information and Records Management Office framework).

**Business Areas Canvassed:** Branch was represented as a whole by one interviewee; therefore, no business areas were specifically canvassed.

**IM SPOC:** Patrick Ha (Office Administration Clerk)

**Maturity Ratings: 1-Initial, 2-Repeatable, 3-Defined, 4-Managed, 5-Optimized**

Criteria		2019 Maturity Rating	2023 Maturity Rating
<b>1</b>	<b>Governance and Accountability</b>		
1.1	Records Management Accountabilities	3	3
1.2	Records Management Policies/Procedures	1	3
<b>2</b>	<b>Education and Awareness</b>		
2.1	Mandatory Employee Training	2	2
2.2	Role-Based Training	1	3
<b>3</b>	<b>Records Classification and Information Schedules</b>		
3.1	Record Classification	2	3
3.2	Information Schedule Development and Maintenance	2	3
<b>4</b>	<b>Digitization Requirements</b>		
4.1	Digital Records	2	3
4.2	Identify and Protect Digital Records Scheduled for Archiving	1	3
<b>5</b>	<b>Records Retention, Maintenance and Disposition</b>		
5.1	Records Retention, Holds, and Disposition	2	3
5.2	Records Transfers to IMA Bodies	2	2
5.3	Records Transfers to Non-IMA Bodies	n/a	n/a
5.4	Manage Physical Records	2	2
<b>6</b>	<b>Recordkeeping Systems and Inventories</b>		
6.1	Manage Information in Recordkeeping Systems	2	3
6.2	Inventory of Ministry Systems and Repositories	n/a	n/a

## Observations

Documentation has raised the maturity rating to 3-Defined in 9 out of 12 criteria.

- **Criteria 2.1** no change. In progress. Document the positions that require specific IM training to raise the rating, this includes management.
- **Criteria 5.2** remains unchanged due to respondent not knowing about any records transfers to IMA or Non-IMA bodies. Document the process for a possible future transfer or document not applicable.
- **Criteria 5.4** no change. In progress.

Acknowledging staff have done a tremendous amount of work to raise the maturity ratings. Congratulations.

For more information, please refer to your 2019 Information Management Assessment.

# **Public Information and Corporate Services**

## **2023 Information Management Assessment**

### **Status Update**

Prepared by: Melinda Hollefreund  
Revenue Division's Information Management Analyst  
2023-03-01

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## Overview

The purpose of this Status Update is to review the maturity ratings. This will guide your branch to see where there still maybe systemic issues that exist. The Divisional goal is to achieve a maturity rating of 3-**Defined** in all criterions. Everything is defined by documentation and action.

Results may vary from 2019 Information Management Assessment (Staff turnover, change in roles, etc.)

## Methodology

Maturity scale ranges from 1-**Initial**, 2-**Repeatable**, 3-**Defined**, 4-**Managed**, 5-**Optimized**. Our goal is to meet CIRMO's standard of a maturity level 3-**Defined** for each of the criterion.

### Level 1 & Level 2

Awareness without documentation of our processes is typically measured at a level 2. Lack of awareness and undocumented processes is typically measured at a level 1. These levels indicate high financial and efficiency risks:

- loss of records;
- loss of corporate knowledge;
- waste of time searching for records;
- redundancy;
- lack of guidance to maintain basic information management standards;
- lack of awareness in processes;
- higher financial costs for storage of physical and digital information;
- high volume of transitory records, duplicates and multiple drafts;
- increased work and costs for FOI and litigation – process and review of records that could have been destroyed;
- litigation penalties resulting from records produced late or if records are identified as missing; and
- OIPC complaint processing when applicants are unhappy with the results from FOI request searches.

### Level 3

Documentation of our processes is typically measured at a level 3. This level indicates basic information management needs are met and financial and efficiency risks are minimal.

### Level 4 & Level 5

Levels 4 or 5 indicate strong information management with few risks. There is potential of optimization of processes and improvements to practices.

## Status Update

This update is an overview of your branch's maturity ratings for each criterion of the Information Management Practice Review (CIRMO framework).

**Business Areas Canvassed:** Taxpayer Administration Compliance & Services Business Unit; Public Information; Corporate Services - Facilities; Corporate Services - Budget and Forecasting; Outreach; and Divisional Projects.

**IM SPOC:** Katie Walters (Program Assistant)

**Maturity Ratings: 1-Initial, 2-Repeatable, 3-Defined, 4-Managed, 5-Optimized**

Criteria		2019 Maturity Rating	2023 Maturity Rating
<b>1</b>	<b>Governance and Accountability</b>		
1.1	Records Management Accountabilities	2	3
1.2	Records Management Policies/Procedures	2	3
<b>2</b>	<b>Education and Awareness</b>		
2.1	Mandatory Employee Training	3	2
2.2	Role-Based Training	2	2
<b>3</b>	<b>Records Classification and Information Schedules</b>		
3.1	Record Classification	2	3
3.2	Information Schedule Development and Maintenance	3	3
<b>4</b>	<b>Digitization Requirements</b>		
4.1	Digital Records	3	3
4.2	Identify and Protect Digital Records Scheduled for Archiving	1	2
<b>5</b>	<b>Records Retention, Maintenance and Disposition</b>		
5.1	Records Retention, Holds, and Disposition	2	3
5.2	Records Transfers to IMA Bodies	n/a	n/a
5.3	Records Transfers to Non-IMA Bodies	n/a	n/a
5.4	Manage Physical Records	1	2
<b>6</b>	<b>Recordkeeping Systems and Inventories</b>		
6.1	Manage Information in Recordkeeping Systems	2	3
6.2	Inventory of Ministry Systems and Repositories	n/a	n/a

## Observations

- 11 out of 13 criteria have achieved maturity rating **3-Defined**. This is due to stronger documentation which is significant.
- **Criterion 2.1** dropped. Identify positions for role-based mandatory, specific information management training. Document by position. This should be part of the onboarding process and bi-annual refreshers.
- **Criterion 4.2** and **5.4** raised. Further documentation is needed to raise this to **3-Defined** maturity rating.

Staff awareness of managing their information is growing, this is encouraging.

Encouraging staff to make time to manage their information is a building block for consistency.

For more information, please refer to your 2019 Information Management Assessment.

# **Property Taxation Branch**

## **2023 Information Management Assessment Status Update**

Prepared by: Melinda Hollefreund  
Revenue Division's Information Management Analyst  
2023-03-01

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## Overview

The purpose of this Status Update is to review the maturity ratings. This will guide your branch to see where there still maybe systemic issues that exist. The Divisional goal is to achieve a maturity rating of 3-**Defined** in all criterions. Everything is defined by documentation and action.

## Methodology

Maturity scale ranges from 1-**Initial**, 2-**Repeatable**, 3-**Defined**, 4-**Managed**, 5-**Optimized**. Our goal is to meet CIRMO's standard of a maturity level 3-**Defined** for each of the criterion.

### Level 1 & Level 2

Awareness without documentation of our processes is typically measured at a level 2. Lack of awareness and undocumented processes is typically measured at a level 1. These levels indicate high financial and efficiency risks:

- loss of records;
- loss of corporate knowledge;
- waste of time searching for records;
- redundancy;
- lack of guidance to maintain basic information management standards;
- lack of awareness in processes;
- higher financial costs for storage of physical and digital information;
- high volume of transitory records, duplicates and multiple drafts;
- increased work and costs for FOI and litigation – process and review of records that could have been destroyed;
- litigation penalties resulting from records produced late or if records are identified as missing; and
- OIPC complaint processing when applicants are unhappy with the results from FOI request searches.

### Level 3

Documentation of our processes is typically measured at a level 3. This level indicates basic information management needs are met and financial and efficiency risks are minimal.

### Level 4 & Level 5

Levels 4 or 5 indicate strong information management with few risks. There is potential of optimization of processes and improvements to practices.

## Status Update

This update is an overview of your branch's maturity ratings for each criterion of the Information Management Practice Review (Corporate Information and Records Management Office framework).

**Business Areas Canvassed:** Branch was represented as a whole by one interviewee; therefore, no business areas were specifically canvassed.

**IM SPOC:** Kerry Patriarche (Information Management Coordinator)

**Maturity Ratings: 1-Initial, 2-Repeatable, 3-Defined, 4-Managed, 5-Optimized**

Criteria		2019 Maturity Rating	2023 Maturity Rating
<b>1</b>	<b>Governance and Accountability</b>		
1.1	Records Management Accountabilities	3	3
1.2	Records Management Policies/Procedures	2	3
<b>2</b>	<b>Education and Awareness</b>		
2.1	Mandatory Employee Training	2	4
2.2	Role-Based Training	2	2
<b>3</b>	<b>Records Classification and Information Schedules</b>		
3.1	Record Classification	3	2
3.2	Information Schedule Development and Maintenance	3	3
<b>4</b>	<b>Digitization Requirements</b>		
4.1	Digital Records	2	3
4.2	Identify and Protect Digital Records Scheduled for Archiving	2	3
<b>5</b>	<b>Records Retention, Maintenance and Disposition</b>		
5.1	Records Retention, Holds, and Disposition	2	3
5.2	Records Transfers to IMA Bodies	1	1
5.3	Records Transfers to Non-IMA Bodies	n/a	n/a
5.4	Manage Physical Records	2	2
<b>6</b>	<b>Recordkeeping Systems and Inventories</b>		
6.1	Manage Information in Recordkeeping Systems	2	3
6.2	Inventory of Ministry Systems and Repositories	n/a	n/a

## Observations

- 7 out of 12 criteria have achieved maturity rating 3-Defined. This is due to stronger documentation which is significant.
- **Criteria 2.1** is a soft 4. This would be a high 3 rounded to 4.
- **Criteria 2.2** suggested to document specific positions on each team for the required IM training, includes management.
- **Criteria 5.2** remains unchanged due to the respondent new to role.
- **Criteria 5.4** physical files are in progress.

Acknowledging staff have done a tremendous amount of work to raise the maturity ratings. Congratulations. Encouraging staff to make time to manage their information is a building block for consistency.

For more information, please refer to your 2019 Information Management Assessment.

# **Receivables Management Office**

## **2023 Information Management Assessment**

### **Status Update**

Prepared by: Melinda Hollefreund  
Revenue Division's Information Management Analyst  
2023-03-01

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## Overview

The purpose of this Status Update is to review the maturity ratings. This will guide your branch to see where there still maybe systemic issues that exist. The Divisional goal is to achieve a maturity rating of 3-**Defined** in all criterions. Everything is defined by documentation and action.

Results may vary from 2019 Information Management Assessment (Staff turnover, change in roles, etc.)

## Methodology

Maturity scale ranges from 1-**Initial**, 2-**Repeatable**, 3-**Defined**, 4-**Managed**, 5-**Optimized**. Our goal is to meet CIRMO's standard of a maturity level 3-**Defined** for each of the criterion.

### Level 1 & Level 2

Awareness without documentation of our processes is typically measured at a level 2. Lack of awareness and undocumented processes is typically measured at a level 1. These levels indicate high financial and efficiency risks:

- loss of records;
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- waste of time searching for records;
- redundancy;
- lack of guidance to maintain basic information management standards;
- lack of awareness in processes;
- higher financial costs for storage of physical and digital information;
- high volume of transitory records, duplicates and multiple drafts;
- increased work and costs for FOI and litigation – process and review of records that could have been destroyed;
- litigation penalties resulting from records produced late or if records are identified as missing; and
- OIPC complaint processing when applicants are unhappy with the results from FOI request searches.

### Level 3

Documentation of our processes is typically measured at a level 3. This level indicates basic information management needs are met and financial and efficiency risks are minimal.

### Level 4 & Level 5

Levels 4 or 5 indicate strong information management with few risks. There is potential of optimization of processes and improvements to practices.

## Status Update

This update is an overview of your branch's maturity ratings for each criterion of the Information Management Practice Review (Corporate Information and Records Management Office framework).

**Business Areas Canvassed:** Branch was represented as a whole by one interviewee; therefore, no business areas were specifically canvassed.

**IM SPOC:** Helen Masters (Office Manager)

**Maturity Ratings: 1-Initial, 2-Repeatable, 3-Defined, 4-Managed, 5-Optimized**

Criteria		2019 Maturity Rating	2023 Maturity Rating
<b>1</b>	<b>Governance and Accountability</b>		
1.1	Records Management Accountabilities	2	3
1.2	Records Management Policies/Procedures	2	3
<b>2</b>	<b>Education and Awareness</b>		
2.1	Mandatory Employee Training	3	4
2.2	Role-Based Training	2	3
<b>3</b>	<b>Records Classification and Information Schedules</b>		
3.1	Record Classification	2	3
3.2	Information Schedule Development and Maintenance	1	3
<b>4</b>	<b>Digitization Requirements</b>		
4.1	Digital Records	2	3
4.2	Identify and Protect Digital Records Scheduled for Archiving	2	3
<b>5</b>	<b>Records Retention, Maintenance and Disposition</b>		
5.1	Records Retention, Holds, and Disposition	2	3
5.2	Records Transfers to IMA Bodies	n/a	n/a
5.3	Records Transfers to Non-IMA Bodies	n/a	n/a
5.4	Manage Physical Records	2	3
<b>6</b>	<b>Recordkeeping Systems and Inventories</b>		
6.1	Manage Information in Recordkeeping Systems	2	3
6.2	Inventory of Ministry Systems and Repositories	n/a	n/a

## Observations

Documentation has raised the maturity rating to 3-**Defined** in all criteria.

Expectation: Maintain rating 3.

Next goal: Maturity rating 4-**Managed**. This is ensuring the policy and procedures become a regular routine.

Acknowledging staff have done a tremendous amount of work to raise the maturity ratings. Congratulations.

For more information, please refer to your 2019 Information Management Assessment.

# **Tax Appeals and Litigation Branch**

## **2023 Information Management Assessment**

### **Status Update**

Prepared by: Melinda Hollefreund  
Revenue Division's Information Management Analyst  
2023-03-01

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## Overview

The purpose of this Status Update is to review the maturity ratings. This will guide your branch to see where there still maybe systemic issues that exist. The Divisional goal is to achieve a maturity rating of 3-**Defined** in all criterions. Everything is defined by documentation and action.

Results may vary from 2019 Information Management Assessment (Staff turnover, change in roles, etc.)

## Methodology

Maturity scale ranges from 1-**Initial**, 2-**Repeatable**, 3-**Defined**, 4-**Managed**, 5-**Optimized**. Our goal is to meet CIRMO's standard of a maturity level 3-**Defined** for each of the criterion.

### Level 1 & Level 2

Awareness without documentation of our processes is typically measured at a level 2. Lack of awareness and undocumented processes is typically measured at a level 1. These levels indicate high financial and efficiency risks:

- loss of records;
- loss of corporate knowledge;
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- lack of guidance to maintain basic information management standards;
- lack of awareness in processes;
- higher financial costs for storage of physical and digital information;
- high volume of transitory records, duplicates and multiple drafts;
- increased work and costs for FOI and litigation – process and review of records that could have been destroyed;
- litigation penalties resulting from records produced late or if records are identified as missing; and
- OIPC complaint processing when applicants are unhappy with the results from FOI request searches.

### Level 3

Documentation of our processes is typically measured at a level 3. This level indicates basic information management needs are met and financial and efficiency risks are minimal.

### Level 4 & Level 5

Levels 4 or 5 indicate strong information management with few risks. There is potential of optimization of processes and improvements to practices.

## Status Update

This update is an overview of your branch's maturity ratings for each criterion of the Information Management Practice Review (Corporate Information and Records Management Office framework).

**Business Areas Canvassed:** Branch was represented as a whole by two interviewees; therefore, no business areas were specifically canvassed.

**IM SPOC:** Stephanie Yuen (Office Manager) and Kait Esplen

**Maturity Ratings: 1-Initial, 2-Repeatable, 3-Defined, 4-Managed, 5-Optimized**

Criteria		2019 Maturity Rating	2023 Maturity Rating
<b>1</b>	<b>Governance and Accountability</b>		
1.1	Records Management Accountabilities	3	3
1.2	Records Management Policies/Procedures	2	3
<b>2</b>	<b>Education and Awareness</b>		
2.1	Mandatory Employee Training	3	3
2.2	Role-Based Training	2	3
<b>3</b>	<b>Records Classification and Information Schedules</b>		
3.1	Record Classification	3	3
3.2	Information Schedule Development and Maintenance	2	3
<b>4</b>	<b>Digitization Requirements</b>		
4.1	Digital Records	2	2
4.2	Identify and Protect Digital Records Scheduled for Archiving	1	2
<b>5</b>	<b>Records Retention, Maintenance and Disposition</b>		
5.1	Records Retention, Holds, and Disposition	3	3
5.2	Records Transfers to IMA Bodies	n/a	n/a
5.3	Records Transfers to Non-IMA Bodies	n/a	n/a
5.4	Manage Physical Records	2	3
<b>6</b>	<b>Recordkeeping Systems and Inventories</b>		
6.1	Manage Information in Recordkeeping Systems	3	3
6.2	Inventory of Ministry Systems and Repositories	n/a	n/a

## Observations

- 9 out of 11 criteria has achieved 3-Defined maturity rating.
- Criteria 4.1 unchanged as expected in 6-month IM check-in.
- Criteria 4.2 raised as expected in 6-month IM check-in.

Acknowledging staff have done a tremendous amount of work to raise the maturity ratings.

For more information, please refer to your 2019 Information Management Assessment.

**TITLE: INFORMATION MANAGEMENT COORDINATOR**

**CLASSIFICATION: CLERK 11**

**SUPERVISOR: OFFICE MANAGER, CLK15**

**SUPERVISOR POSITION NUMBER: 0080206**

## **JOB OVERVIEW**

The Property Taxation Branch (PTB) is responsible for the effective and efficient administration of provincial property tax and benefit programs on behalf of the Ministry of Finance including rural property tax, school tax, property transfer tax, speculation and vacancy tax, homeowner grant and land tax deferment.

The Information Management Coordinator *provides technical records advice and ensures the branch's records systems are in compliance with legislative and policy requirements.*

## **ACCOUNTABILITIES**

Required:

- Provides records management coordination and advisory services to clients
- Provides technical support and advice for management of automated records management systems.
- Ensures the integrity of the automated records systems through compliance reviews and suggests corrective action where deficiencies are found.
- Coordinates documentation, storage, and disposal of semi-active records.
- Maintains inventory lists and related access authorization documentation for records in offsite storage facilities.
- Ensures correct documentation and records management procedures are followed
- Coordinates application, evaluation, and implementation of recorded information management schedules.
- Supports and/or assists in development and delivery of records management training.
- Supports Office Manager when required

## **JOB REQUIREMENTS**

- Grade 12 graduation or equivalent.
- Experience working in a records management environment.
- Knowledge of records management systems.

**Career Group:**

IM/IT

**Job Family:**

Information Management

**Job Stream:**

Records

**Role:**

Administration

**Revised Date:**

June 2011

- Successful completion of security screening requirements of the BC Public Service, which may include a criminal records check, and/or Criminal Records Review Act (CRRA) check, and/or enhanced security screening checks as required by the ministry (**Note: It is important that you read the job posting carefully to understand the specific security screening requirements pertaining to the position).**

## BEHAVIOURAL COMPETENCIES

- **Concern for Order** reflects an underlying drive to reduce uncertainty in the surrounding environment. It is expressed as monitoring and checking work or information, insisting on clarity of roles and functions, etc.
- **Planning, Organizing and Coordinating** involves proactively planning, establishing priorities and allocating resources. It is expressed by developing and implementing increasingly complex plans. It also involves monitoring and adjusting work to accomplish goals and deliver to the organization's mandate.
- **Service Orientation** implies a desire to identify and serve customers/clients, who may include the public, co-workers, other branches/divisions, other ministries/agencies, other government organizations, and non-government organizations. It means focusing one's efforts on discovering and meeting the needs of the customer/client.
- **Teamwork and Co-operation** is the ability to work co-operatively within diverse teams, work groups and across the organization to achieve group and organizational goals. It includes the desire and ability to understand and respond effectively to other people from diverse backgrounds with diverse views.
- **Change Management** is the ability to support a change initiative that has been mandated within the organization. It involves helping the organization's members understand what the change means to them, and providing the ongoing guidance and support that will maintain enthusiasm and commitment to the change process. People with this competency willingly embrace and champion change. They take advantage of every opportunity to explain their vision of the future to others and gain their buy-in.
- **Innovation** indicates an effort to improve performance by doing or promoting new things, such as introducing a previously unknown or untried solution or procedure to the specific area or organization.
- **Results Orientation** is a concern for surpassing a standard of excellence. The standard may be one's own past performance (striving for improvement); an objective measure (achievement orientation); challenging goals that one has set; or even improving or surpassing what has already been done (continuous improvement). Thus, a unique accomplishment also indicates a Results Orientation.

Career Group:

IM/IT

Job Family:

Information Management

Job Stream:

Records

Role:

Administration

Revised Date:

June 2011



**TITLE:** RMO RECORDS TECHNICIAN

**CLASSIFICATION:** CLERK 12

**MINISTRY:** FINANCE

**WORK UNIT:** RECEIVABLES MANAGEMENT OFFICE

**SUPERVISOR:** OFFICE MANAGER

**POSITION #:** 00130446

### **PROGRAM OVERVIEW**

*The Receivables Management Office (RMO), of the Ministry of Finance develops and manages the overall strategy and business procedures in the collection of delinquent accounts for all tax and non-tax programs, and loan portfolios overseen by the Ministry.*

*The RMO is continuously developing and implementing more effective policies, systems and business processes supporting the consolidation of debt portfolios, the consistent application of early intervention across collection portfolios, and the transfer of non-tax portfolios from other ministries to the Ministry of Finance. The Branch undertakes collection activities on behalf of all tax programs and non-tax programs for various client ministries, in order to obtain payment of outstanding amounts owed to the Province.*

*The Ministry's success in collecting outstanding debt reduces overdue receivables and provides funding for government programs. Key strategies include focusing resources on revenue management, collection activities, continuing to improve recoveries and ensuring that industry best practices are followed.*

### **JOB OVERVIEW**

*To provide technical advice to branch management and staff as well as ensuring records systems are in compliance with legislative and policy requirements.*

### **ACCOUNTABILITIES**

Required:

- Provides records management coordination and advisory services to clients (e.g., updates ministry records custodians on legislative, policy and procedural requirements).
- Provides technical support and advice for management of automated records management systems.
- Ensures the integrity of the automated records systems through compliance reviews and suggests corrective action where deficiencies are found.
- Coordinates documentation, storage, and disposal of semi-active records.
- Maintains inventory lists and related access authorization documentation for records in offsite storage facilities.

Revised Date:

Feb 2023

- Ensures correct documentation and records management procedures are followed for office and program closures.
- Coordinates application, evaluation, and implementation of recorded information management schedules.

## JOB REQUIREMENTS

- Grade 12 graduation or equivalent.
- 2 years experience working in a records management environment.
- Successful completion of security screening requirements of the BC Public Service, which may include a criminal records check, and/or Criminal Records Review Act (CRRA) check, and/or enhanced security screening checks as required by the ministry (**Note: It is important that you read the job posting carefully to understand the specific security screening requirements pertaining to the position**).

## BEHAVIOURAL COMPETENCIES

- **Concern for Order** reflects an underlying drive to reduce uncertainty in the surrounding environment. It is expressed as monitoring and checking work or information, insisting on clarity of roles and functions, etc.
- **Planning, Organizing and Coordinating** involves proactively planning, establishing priorities and allocating resources. It is expressed by developing and implementing increasingly complex plans. It also involves monitoring and adjusting work to accomplish goals and deliver to the organization's mandate.
- **Service Orientation** implies a desire to identify and serve customers/clients, who may include the public, co-workers, other branches/divisions, other ministries/agencies, other government organizations, and non-government organizations. It means focusing one's efforts on discovering and meeting the needs of the customer/client.
- **Teamwork and Co-operation** is the ability to work co-operatively within diverse teams, work groups and across the organization to achieve group and organizational goals. It includes the desire and ability to understand and respond effectively to other people from diverse backgrounds with diverse views.
- **Results Orientation** is a concern for surpassing a standard of excellence. The standard may be one's own past performance (striving for improvement); an objective measure (achievement orientation); challenging goals that one has set; or even improving or surpassing what has already been done (continuous improvement).

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Revised Date:

Feb 2023

**TITLE: RECORDS & DATA ANALYST**

**CLASSIFICATION: CLERK STENOGRAPHER R12**

**MINISTRY: FINANCE**

**WORK UNIT: CONSUMER TAXATION AUDIT BRANCH**

**SUPERVISOR TITLE: OFFICE MANAGER**

**SUPERVISOR POSITION #: 47560**

## **JOB OVERVIEW**

To provide technical advice to branch records custodians and ensure branch records systems are in compliance with legislative and policy requirements.

## **ACCOUNTABILITIES**

- Provides records management coordination and advisory services to all staff in the Branch's head office and 14 regional offices across the province including one in Ontario (e.g., updates ministry records custodians on legislative, policy and procedural requirements).
- Provides technical support and advice to branch executive and management on the automated records management systems.
- Ensures the integrity of the automated records systems through compliance reviews and suggests corrective action where deficiencies are found. Ensures correct documentation and records management procedures are followed for office and program closures.
- Coordinates documentation, storage, and disposal of semi-active records. Maintains inventory lists and related access authorization documentation for records in offsite storage facilities.
- Coordinates application, evaluation, and implementation of recorded information management schedules.
- As an EDRMS Content Manager Information expert of the branch, updates and maintains ARCS/ORCS records management system for the branch record keeping system, including the storage, retrieval and destruction of records.
- Develops, formats, proofreads and/or maintains a variety of documents and materials such as letter and form templates, manuals, reports, correspondence, databases, and spreadsheets using desktop tools such as Word, Excel, PowerPoint, Access and/or Outlook.
- Works with the ministry Privacy and Security officer to prepare applicable Privacy Impact Assessments (PAI) on all external documents, forms and surveys. Develops and updates online surveys using SurveyMonkey platform for branch's various surveys.
- Acts as eApproval and CLIFF expert for both the Branch and the Investigations Unit. Provides training, advices and support to branch/unit executive and management staff.
- Maintains and provides support to management in using office and meeting room equipment (examples: video conferencing equipment, speaker phones, multi-functioning devices, computers, etc.).

**Date: August 2, 2024**



- Acts for the Office manager in their absence.
- Provides project management support to administrative related projects as assigned.
- Provides general administrative support to staff, and other related duties.

## **JOB REQUIREMENTS**

- Secondary School graduation or equivalent.
- Minimum one (1) year of general administrative experience.
- Minimum one (1) year experience working with electronic records management systems.
- Experience with MS Word, Excel and Outlook.

Preference may be given to applicants with one or more of the following:

- Three (3) or more years of general administrative experience.
- Two (2) or more years of experience working with electronic records management systems.
- Experience in using Electronic Document and Records Management System (EDRMS) Content Manager.
- Experience and/or knowledge in preparing Privacy Impact Assessments.
- Experience in using Adobe Acrobat Professional.
- Experience in using SurveyMonkey or equivalent.
- Experience in using eApprovals.
- Experience in using electronic correspondence training systems, preferably CLIFF.

Successful completion of security screening requirements of the BC Public Service, which may include a criminal records check, and/or Criminal Records Review Act (CRRA) check, and/or enhanced security screening checks as required by the ministry (**Note: It is important that you read the job posting carefully to understand the specific security screening requirements pertaining to the position**).

## **KNOWLEDGE, SKILLS, AND ABILITIES**

- Knowledge of records management systems.
- Knowledge of standard office procedures.
- Excellent communication skill, both written and oral.
- Excellent organizational skills, time and workload management skills.
- Skills to deal with sensitive issues and confidential matters.
- Well-developed ability to make objective decisions and recommendations around subject matter of varying complexity.
- Ability to work independently and meet timelines.

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- Ability to take initiative and exercise judgement.
- Ability to display diplomacy, sound judgement and tact.
- Knowledge of local area network (LAN) folder security.

## BEHAVIOURAL COMPETENCIES

- **Concern for Order** reflects an underlying drive to reduce uncertainty in the surrounding environment. It is expressed in such forms as monitoring and checking work or information, insisting on clarity of roles and functions, etc.
- **Information seeking** is driven by a desire to know more about things, people or issues. It implies going beyond the questions that are routine or required in the job. It may include “digging” or pressing for exact information; resolution of discrepancies by asking a series of questions; or less-focused environmental “scanning” for potential opportunities or miscellaneous information that may be of future use.
- **Service Orientation** implies a desire to identify and serve customers/clients, who may include the public, colleagues, partners (e.g., educational institutes, non-government organizations, etc.), co-workers, peers, branches, ministries/agencies and other government organizations. It means focusing one’s efforts on discovering and meeting the needs of the customer/client needs.
- **Planning, Organizing and Co-ordinating** involves proactively planning, establishing priorities and allocating resources. It is expressed by developing and implementing increasingly complex plans. It also involves monitoring and adjusting work to accomplish goals and deliver to the organization’s mandate.
- **Teamwork and Co-operation** is the ability to work co-operatively within diverse teams, work groups and across the organization to achieve group and organizational goals.

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**TITLE: INFORMATION MANAGEMENT ANALYST****CLASSIFICATION: ADMINISTRATIVE OFFICER 15****SUPERVISOR TITLE: BRANCH EDUCATION & PROJECTS ADMINISTRATOR, AO24 SUPERVISOR POSITION NUMBER: 00119600****JOB OVERVIEW**

The Consumer Taxation Programs Branch is mandated with the development and delivery of effective, efficient, and equitable administrative and compliance programs under the *Provincial Sales Tax Act*, *Tobacco Tax Act*, *Motor Fuel Tax Act* and *Carbon Tax Act*. The Branch also administers consumption taxes for a variety of other organizations including Municipal governments, the Cowichan Tribes, and for 48 individual US states and nine provinces under the International Fuel Tax Agreement.

As Information Management Analyst, you provide branch support, advice, guidance, and training, in the area of government recognized information management practices and standards. You support the branch program areas to ensure the implementation and maintenance of structured and standardized records management processes and schedules.

**ACCOUNTABILITIES**

Required:

- Provides advice and guidance to branch program areas on the effective management of information in all formats; responds to issues and queries on the creation, retention, retrieval and destruction of records and data.
- Reviews applications from program areas for the storage and destruction of information, ensuring that records management policy and procedures have been followed.
- Analyzes program area operational needs and determines retention and disposition requirements to cover new operational activities or programs.
- Recommends changes to records classification systems resulting from program changes.
- Reviews government records management policies and procedures to ensure branch compliance.
- Develops and delivers information management training including developing and maintaining user manuals.
- Provides records management expertise for information management systems projects to ensure the identification, organization, retrieval, and maintenance of information resources.
- Develops regular and ad-hoc systems reports to meet users' needs.

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- Contributes to the enhancement of electronic information management systems by recommending improvements such as new fields, scheduling systems maintenance or assisting with the design and coordination of user acceptance testing.
- Participates in the implementation of electronic information management systems by leading business process reviews to identify, define and document users' business requirements, systems needs and business problems.

## **JOB REQUIREMENTS**

### **EDUCATION AND EXPERIENCE**

- Grade 12 graduation or equivalent (GED).
- Completion of training in information management.
- Minimum 1 years' experience:
  - developing and delivering information management training.
  - with ARCS/ORCS, LAN management, TRIM, or equivalent electronic document records management system (EDRMS) software, and adobe acrobat professional.
  - providing information management support to a large public sector organization or equivalent.
- **Preference may be given to applicants who have the following:**
  - Experience working in a tax administration environment.
  - Experience with the Freedom of Information and Protection of Privacy Act (FOIPPA) and FOI process.

### **KNOWLEDGE, SKILLS AND ABILITIES**

- Ability to provide clear and concise oral and written information
- Ability to work independently and meet personal work timelines
- Ability to establish effective working relationships with staff and management.
- Ability to take initiative and exercise judgement
- Strong organizational skills

### **Proviso:**

- Successful completion of security screening requirements of the BC Public Service, which may include a criminal records check, and/or Criminal Records Review Act (CRRA) check, and/or enhanced security screening checks as required by the ministry (**Note: It is important that you read the job posting carefully to understand the specific security screening requirements pertaining to the position).**

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## BEHAVIOURAL COMPETENCIES

- **Concern for Order** reflects an underlying drive to reduce uncertainty in the surrounding environment. It is expressed as monitoring and checking work or information, insisting on clarity of roles and functions, etc.
- **Planning, Organizing and Coordinating** involves proactively planning, establishing priorities and allocating resources. It is expressed by developing and implementing increasingly complex plans. It also involves monitoring and adjusting work to accomplish goals and deliver to the organization's mandate
- **Decisive Insight** combines the ability to draw on one's own experience, knowledge and training and effectively problem-solve increasingly difficult and complex situations. It involves breaking down problems, tracing implications and recognizing patterns and connections that are not obviously related. It translates into identifying underlying issues and making the best decisions at the most appropriate time. At higher levels, the parameters upon which to base the decision become increasingly complex and ambiguous and call upon novel ways to think through issues.
- **Service Orientation** implies a desire to identify and serve customers/clients, who may include the public, co-workers, other branches/divisions, other ministries/agencies, other government organizations, and non-government organizations. It means focusing one's efforts on discovering and meeting the needs of the customer/client.
- **Teamwork and Co-operation** is the ability to work co-operatively within diverse teams, work groups and across the organization to achieve group and organizational goals. It includes the desire and ability to understand and respond effectively to other people from diverse backgrounds with diverse views.

## INDIGENOUS RELATIONS BEHAVIOURAL COMPETENCIES

- **Self-Discovery and Awareness** means understanding one's thoughts, feelings, values, and background and how they impact the success of the interaction and relationship, or how they may influence one's work. It is recognizing one's own biases by tracing them to their origins, through reflection and by noticing one's own behaviour—and then intentionally seeking a way forward that positively impacts the interaction and relationship. It means maintaining new ways of thinking and acting when situations become difficult or uncertain, or in times of urgency