The IM Community: Today and Tomorrow

IM Day Panel Discussion

September 11, 2003

RDIMS 166862

The IM Community:
Today and Tomorrow

Moderator:

   Ed Fine, Organizational Readiness Office

Panellists

   Marilyn Osborne, National Archives

   Chris Molinski, Transport Canada

   Simon Labrie, Justice Canada

Canada

Highlights

- IM Community, like IM itself, is evolving
- Community has adopted a vision to guide evolution and community-led initiatives
  - E.g. IM Community's Questionnaire provides insights into roles and interests of Community members
- Information and the people who manage it are emerging as strategic enablers of modern public service and service transformation

Canada

The IM Community Today

- Many more public servants self-identify as IM Community members than are in positions reporting to an IM function

- Traditional functional community identities (Library, ATIP, Archives, Records) remain strong

- IM Community, like IM itself, evolving in response to technological and service considerations

Guided by a Community Vision

Members of the IM Community are specialists, dedicated to enhancing the decision-making value and use of information.

As stewards of government information assets, we safeguard and ensure their quality, security and integrity in our democratic society.

Our abiding commitment is to make information available, so as to illuminate the past, inform the present and shape the future of Canada.

Canada

IM in the "Knowledge" Age

A mix of traditional and emerging roles, including responsibility for

- strategies, policies, standards, good practices
- enterprise-wide, integrated information architecture
- managing information flows within core business processes
- enabling innovation and risk management through information sharing
- supporting service delivery with content rich extranets

Canada

The OME* Told Us…

- IM function is in a state of change, influenced by
  - Rapid technological change
  - Horizontal issues and partnering
  - Heightened awareness of security and privacy issues

- Little consistency across government in identifying or meeting emerging needs
  - IM functions often managed separately
  - Few IM specialists at senior levels

- Declining number of resources dedicated to traditional IM functions (Archives, Records, Library, ATIP)

*Organizational Modelling Exercise,
October 2001 to March 2002*

Canada

The IM Value Proposition

Cross-cutting themes: accessibility, privacy, security

Business Interoperability

eDemocracy
eBusiness
Enterprise resource management
Relationship and case management

Information Interoperability

Knowledge management
Business intelligence
Information management
Trusted identity

Technical Interoperability

Information and infrastructure protection
IT infrastructure

Canada

8

The « Readiness » Strategy

- Provide a coherent framework for strategic, community-led, competency-based approach to complement and co-ordinate department-specific initiatives

- Initiatives include:
  - IM Vision
  - OME
  - Key signature job descriptions
  - IM work description repository
  - IM Leadership competencies
  - IM Questionnaire
  - IMLI (to be launched Oct. 2)

- Leading to
  - Human-capacity-building initiatives better aligned with the emerging IM needs of government and government organizations

Canada

The IM Community Provides…

…an expertise-based, whole of government perspective that

- Supports strategic allocation of recruitment, training and leadership development resources
- Aligns individual and community interests with evolving organizational needs
- Focuses on initiatives that meet specific community needs but also have potential to be adapted for other communities or departments
- Positions development of human capital as a continuous, career-long process
- Encourages shared responsibility for learning, training and career development

Canada

IM Work Descriptions

- Community-led initiative encourages consistency across government
    - Through sharing descriptions of existing positions
    - Identifying common elements of descriptions for emerging IM roles

www.cio-dpi.gc.ca/oro-bgc/rep/im-gi/intro_e.asp

Canadä

IM Community's Questionnaire

- Engaged IM community members in a discovery and community-building exercise
- Provides general baseline information from perspective of IM community members
  - Their existing skill and training levels
  - Their perceived training needs
- Provides insights to assist government in design of formal survey in future, if need arises for more precise information on IM human-capacity

Canada

Questionnaire Background

- Voluntary, on-line
- Self-identifying (if your work involves the management of government information to a significant degree….)
- Invitation to PSSRA 1-1 to participate, but was open to everyone
- DMs and Bargaining Agents were advised

The Results

- 1,605 responses from public servants who on average spend 60 per cent of time on IM

 http://publiservice.cio-dpi.gc.ca/oro-bgc/sur-enq/im-ats-ase_e.asp

Canada

Preliminary Observations
Core of IM "Practice" Is Broadening

- The first four common functions are :
    - "Records Management" 40.6%
    - "Access to Information" 36.2%
    - "IM Systems Development and Administration" 36%
    - "Data Analysis & Data Structuring" 35.5%
- Areas of greatest change between current and previous positions:
    - "IM Policy, Standards and Development"
    - "Knowledge Management"
    - "Web & Intranet Content Management / Administration"

Canada

IM Survey- Current Functions
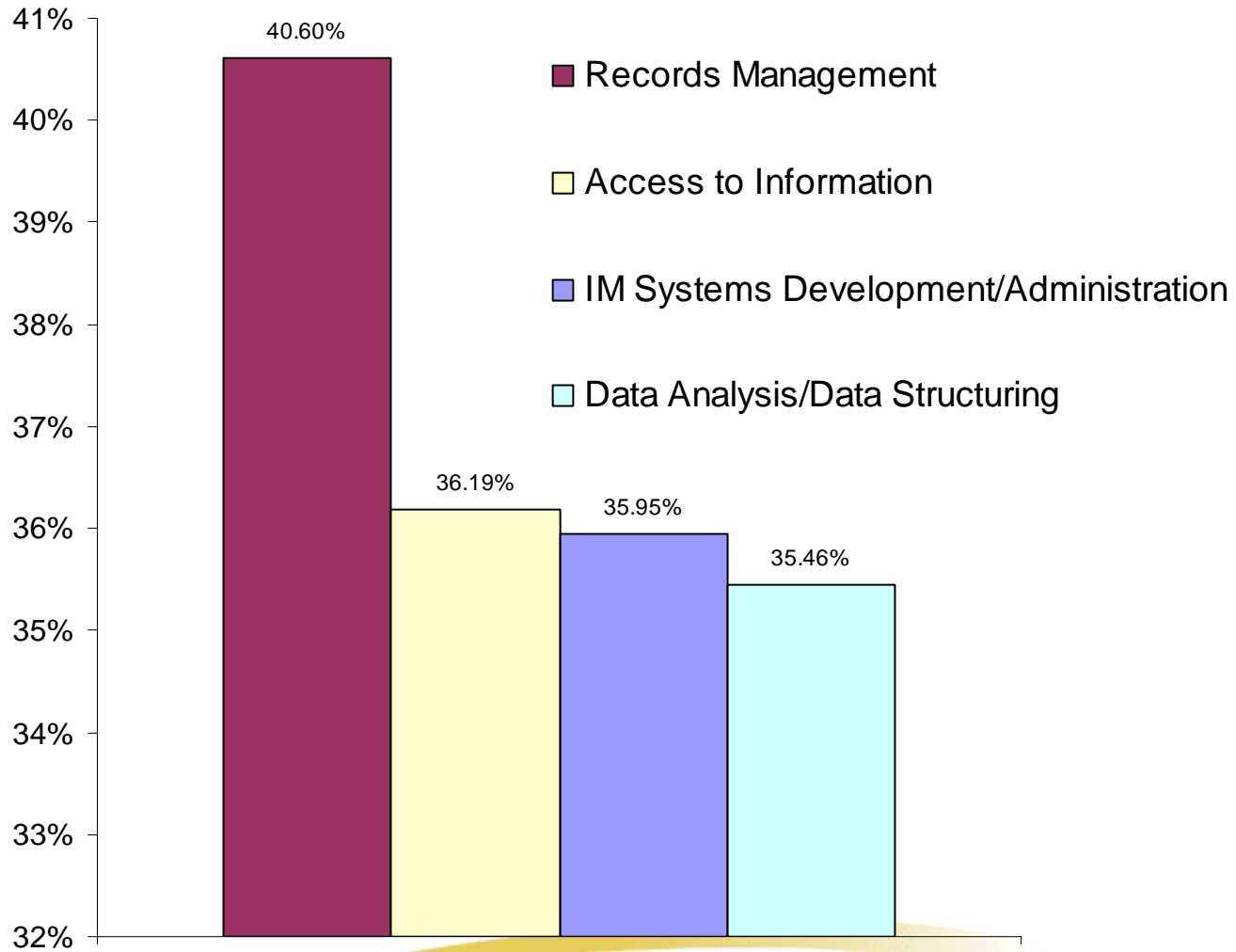
Preliminary Observations
IM training

- The five most important (of 18) skill sets identified by respondents as requiring training:

  1. Electronic File Management (47%)
  2. Knowledge management (45%)
  3. Records management (42%)
  4. Access to Information Procedures and Practices (41%)
  5. Database Management (39%)

- Two (Nos. 2, 4) of these are not among IM training commonly provided to IM specialists

- For each training area, between 28% and 50% of respondents who declared having received training in this area feel they require more training in the same area
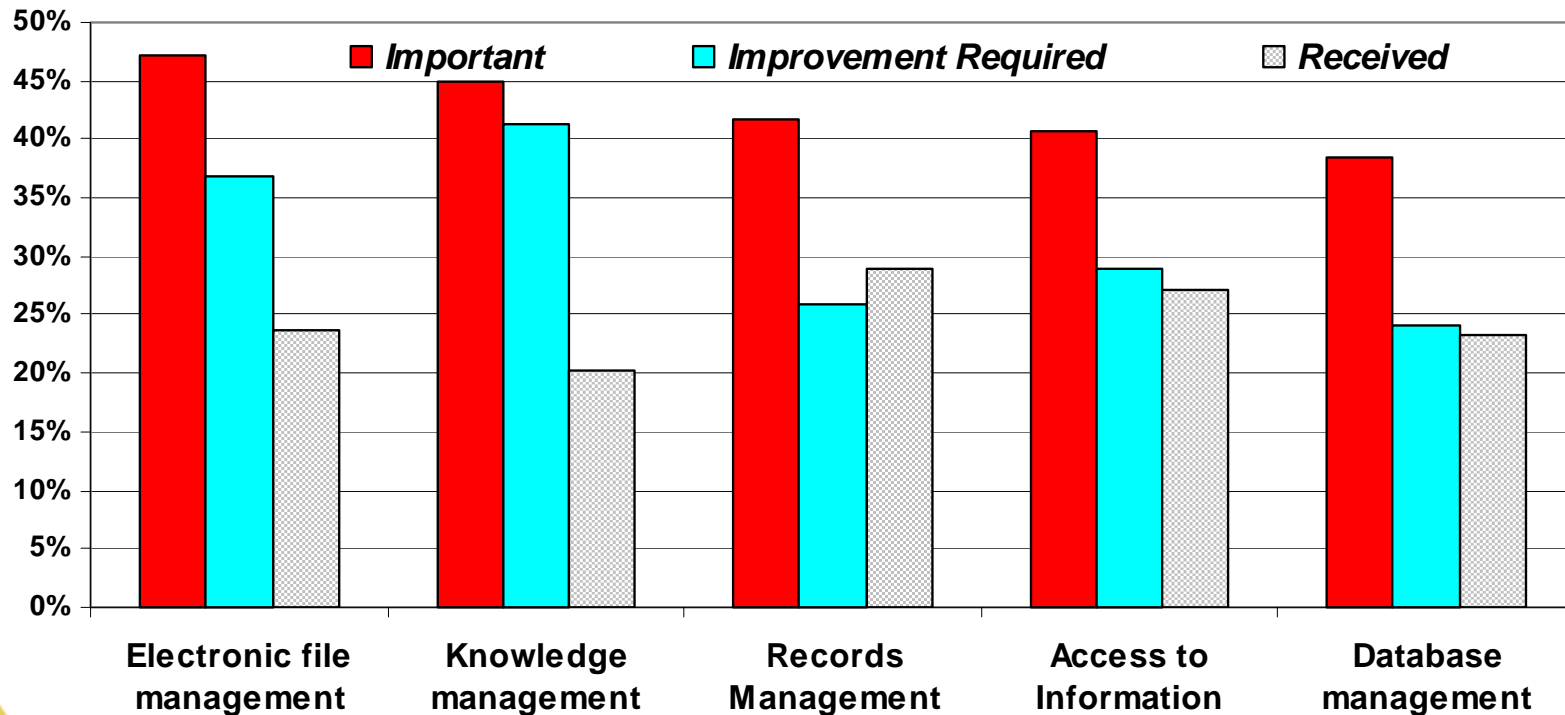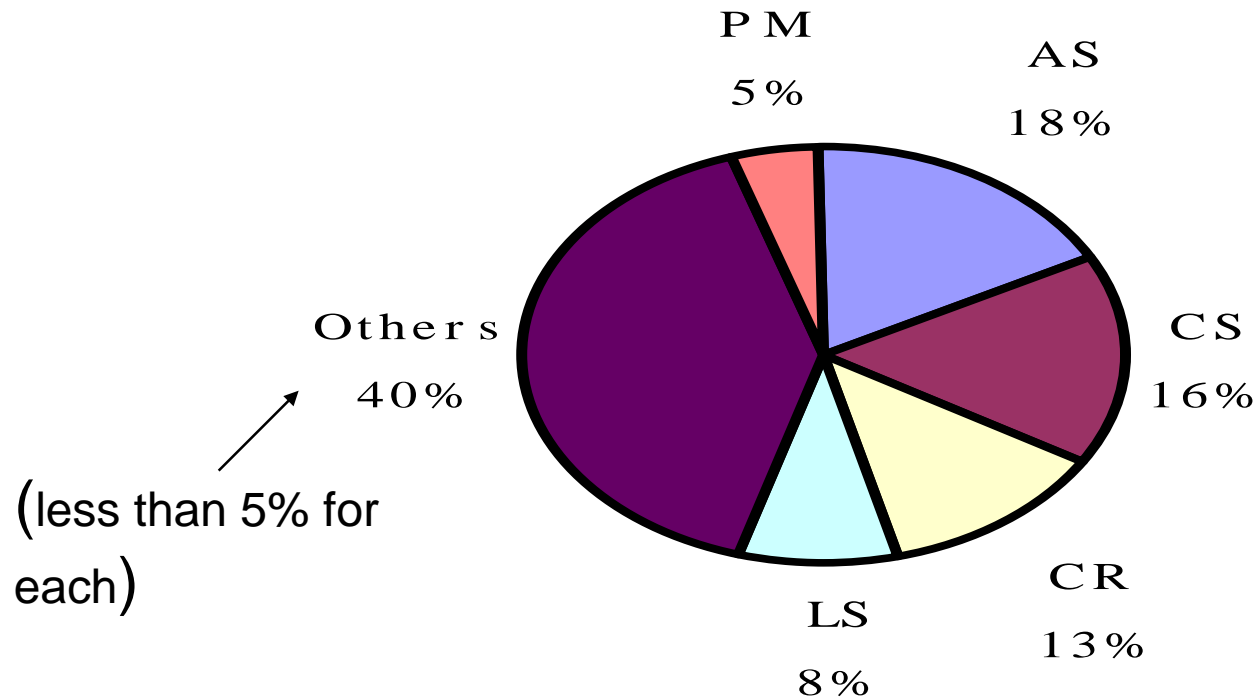
Preliminary Observations
Classification

- There is occupational diversity
  - Participants came from 38 occupational groups (72 classification groups in PS), no single one of which made up over 25% of respondents
- 17% of respondents are in acting situation (vs 9.6% in PS)
 - Suggests a state of transition within the community

Canada

Classification

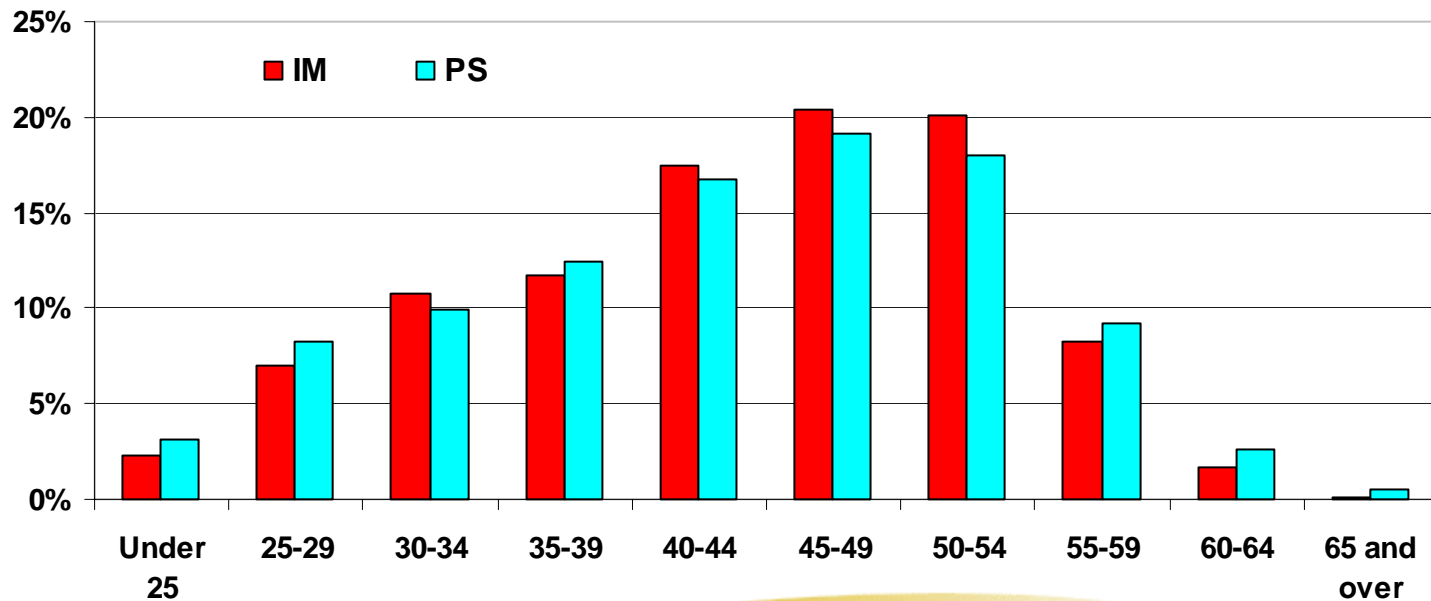# Preliminary Observations:
Education

- Of the 1,605 respondents, 81.5% have post-secondary education with more than half having a university degree
- One in five respondents is currently enrolled in a post-secondary program or pursuing a professional accreditation or designation

	High School & less	College	less than BA	BA & more
PS	25	29	6	40
IM Survey	20	25	4	51
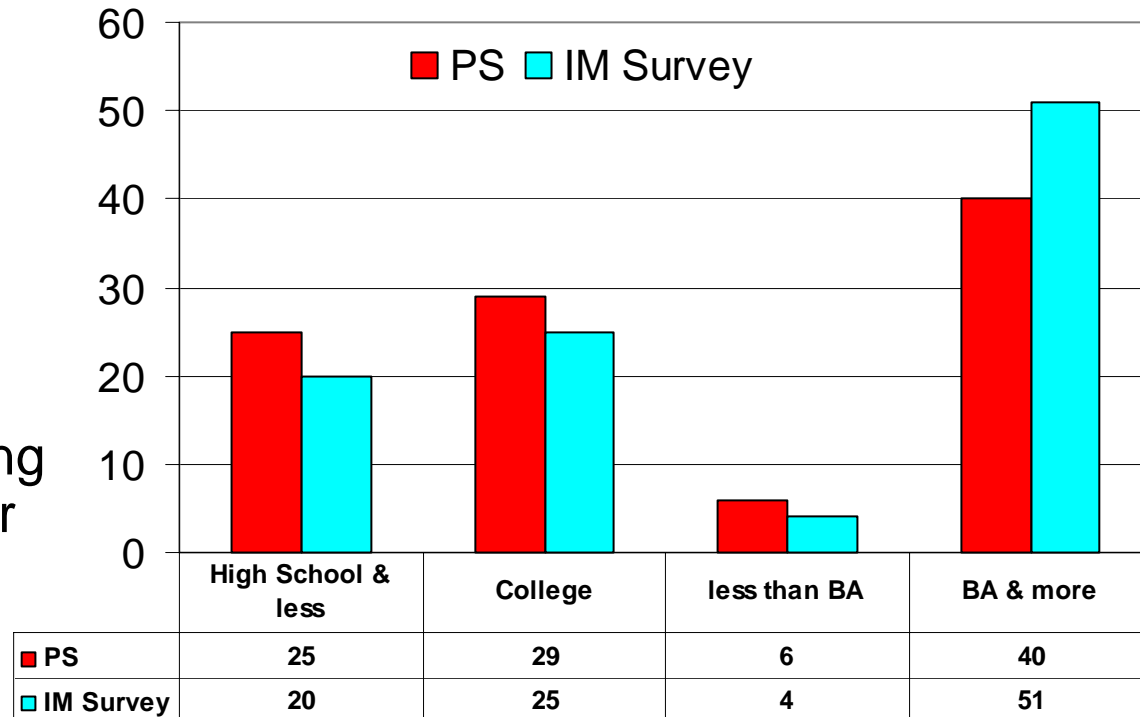
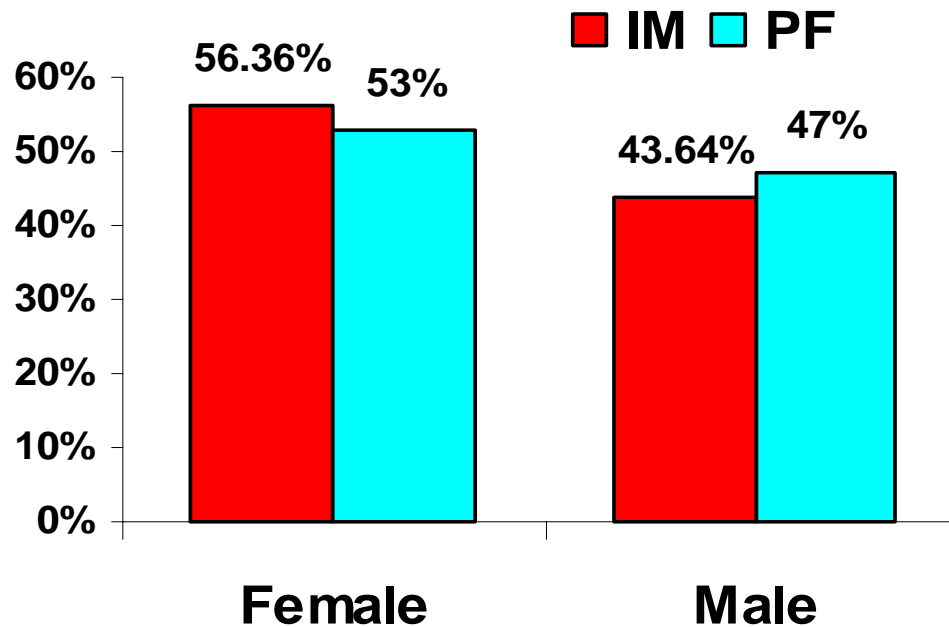# Preliminary Observations:
Age

Slightly larger concentration in the 45-54 age band compared to PS at large

Preliminary Observations:
Gender

Slightly higher concentration of women (56.36%) than in PS at large (53% are women across all PSSRA I-I)

Learning and Knowledge Sharing

- www.compra.ca is a Web-based learning and networking tool for IM, IT, Service Delivery communities

- www.compra.ca also supports informal networks or "communities of practice" across public sector

- Open to any public servant interested in building personal learning and knowledge sharing links with other experts in their field

Looking to the Future

- **IM practitioners shift their focus to challenges of developing modern, integrated IM procedures and practices to meet whole-of-government business needs**
  - Incremental, department-specific solutions are not sufficient

- **Increased human capacity, both in terms of numbers and leadership/expertise**
  - To implement modern IM systems required under MGI

The Community Tomorrow

An IM Community Leadership Perspective

- **Marilyn Osborne,** National Archives
- **Chris Molinski**, Transport Canada
- **Simon Labrie**, Justice Canada