



Travaux publics et Services gouvernementaux Canada



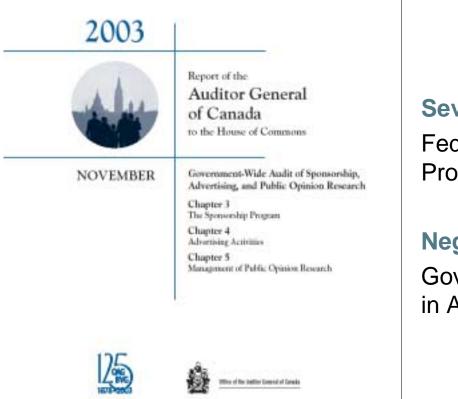
The Information Management Challenge: The PWGSC Response

Sponsorship Program and Advertising Activities Inquiries and Investigations

October 2006



BACKGROUND Report of the Auditor General of Canada



Severe Criticism

Federal Government Sponsorship Program

Negative Comments

Government Management Practices in Advertising



Public Works and Government Services Canada



THE RESPONSE The Government Response



PM reaffirms leadership and government integrity

- Standing Committee on Public Accounts
- Commission of Inquiry (Gomery)
- Special Counsel for Financial Recovery
- RCMP/SQ
- Lead Crown Counsel

All Parties demand information / records needed to pursue inquiries and investigations

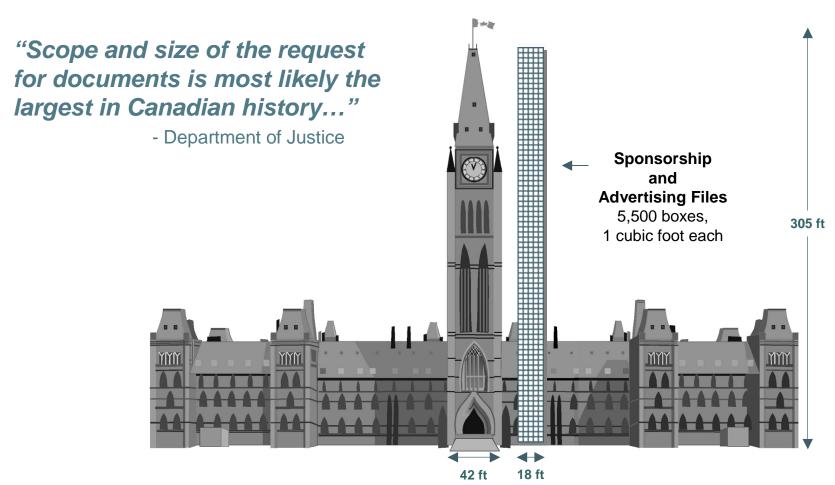


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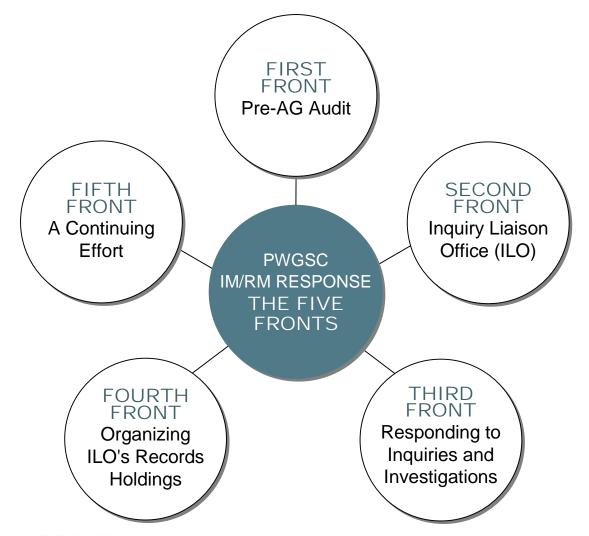
THE PWGSC IM RESPONSE The Sheer Volume of Records





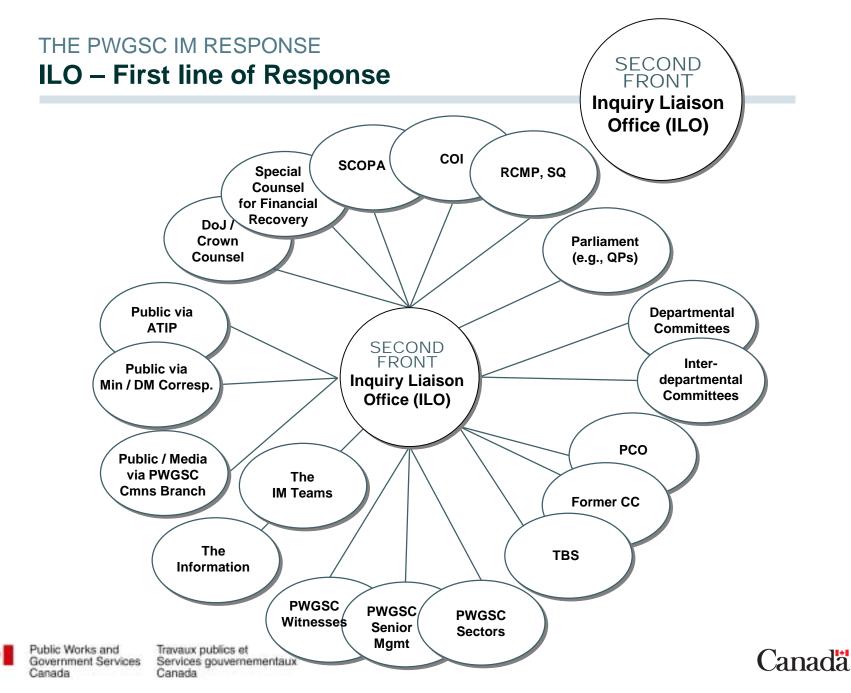
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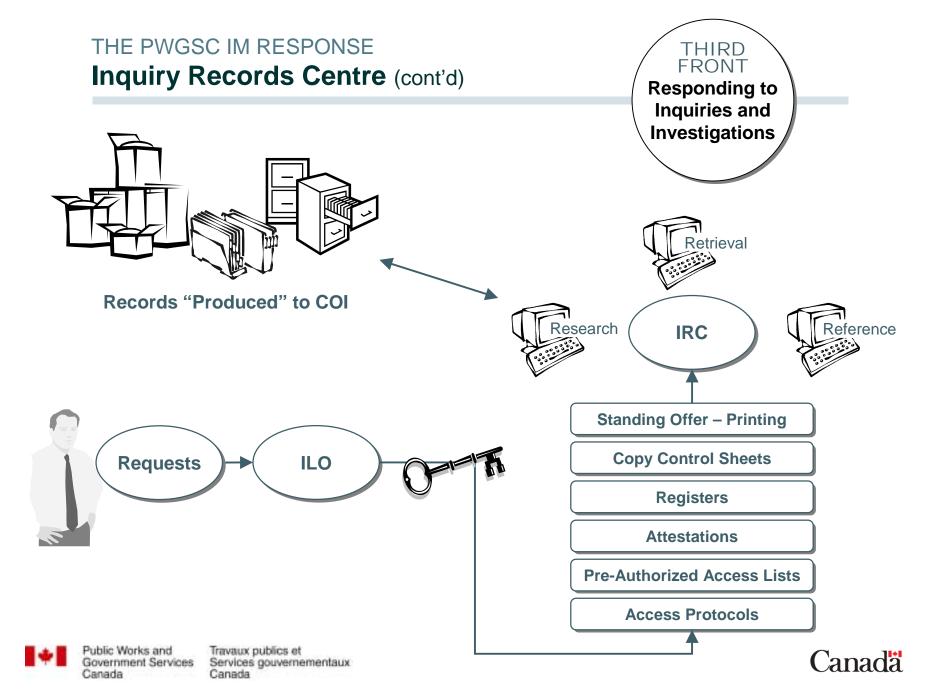
THE PWGSC IM RESPONSE The Five Fronts











THE PWGSC IM RESPONSE THIRD FRONT Describing the Records: The Master Inventory (cont'd)/ **Responding to** Inquiries and 2. Developing PWGSC Inquiry Information Investigations Holdings Universe (cont'd) 1.1 100 VORT 350 Albert #2 Sponsorship Program 350 Albert Offser 156 Queen Sponsorahip 370 Albert 390 Albert den brand in frui mostly 2001/02 to 2002/03 Mark Second **Program meetly** Strangic Policy & Evanstration Benersort Devestore Parata gional Descriptions & Charmonic Computer 198 0410 2053/04 inant of Internet Office 20 Caspanete Territer() and Allant, Strantarth, ertres" er "feitnies Drant Seconstation maken titles, and attack SENSIBILITY * Martaria 182 Games, Str. Plant, room \$21 dl Dupon, bit finge your fill 276 Albert, 7th Flass, room 701 Mit Alward Hospitant PC Contracts in egent COFFFEEIn Dolabase 1964-1968 쁐 40 AG Report CC Guy Mc Kandle CC H. Trevelsky's **Regional Collection** ATIP CC Advertising ON **CC Advertising 1888 CC Advertising** 28 bases from 275 Million Tel Pisan, name 763 11 bases from 285 Million, 580 Flass, comp. 2634 Executive Response Diffile April 2002 to 2004 to April 1982 Refs Filment Income Hills Brandsh Flags, man 1811, inc and inc Contract Files one from MD Albart 90 Floor cook 490 1 tas \$154.471 **Denail & Files Autom** 360 Albert New Executive at Advertising Team Deak Land --- Ditt.... CCH Trendsley's CC DG Minteger Renewal Office Sciciosecretrip Sponsorship and Plannet Office Photocopies 145 Advertising Contracts 18 Disk op they Sponsorship Finance Administration canadian 3 00 00 80 and index of - John Bertefteler 14 Anisette, Parillere, Talances 72 fine bascrances G Dies Payments 2001 to 2003 88.0 XTP Branches of **DM Call Letter** the Davidson Property 701 THE LABOR. NO: PLANT. IN CO. OF THE Responses - Other AND PROPERTY AND 198 Financia Sock. 78t Class Charman Brancfurs and in the Photoe - una therada 뵹 67 Indexes of ATIPs Access to information and Privaca1 611 **Fublic Accounts Federal Records** 734 **DNI Call Letter** Clumide Sources Constitute -Cantra Responses - Consulting other Terral & Friday Witnesses Marris Pro-A Audit Canada and final groups Carmite Gase Publishing 8 Aufen B. Cutter Pres. TT Raid 17th Phie 270 Albert Finance Expository. & CARPORD Batanawa Room. Elamada Gridma Still Press **Divisionate** Basemani, PD All Plant C02, PdP III Disemani, PT Galward, Stoffards 10 to incerd is 181/Faut 350 Albert 16 Secondary, Sect Place 10 ORT Notes 9C2, PdP III 148 Contrast de la con Administrative Files 155 Queen **Einster** hotal 18,825 to be invertigited 3,820 first the lost involution 0.564 Legend Inventory Progress 26 200 28

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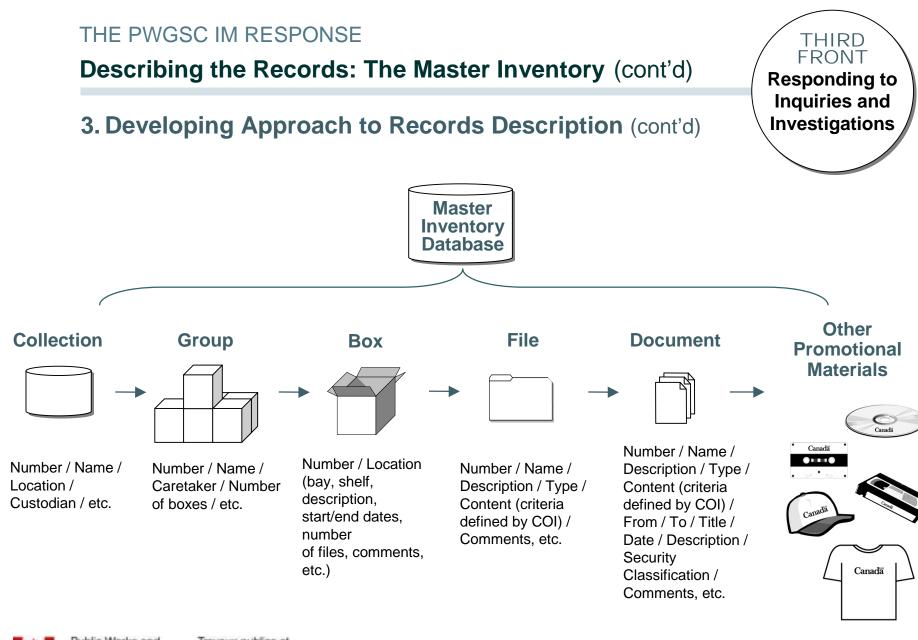
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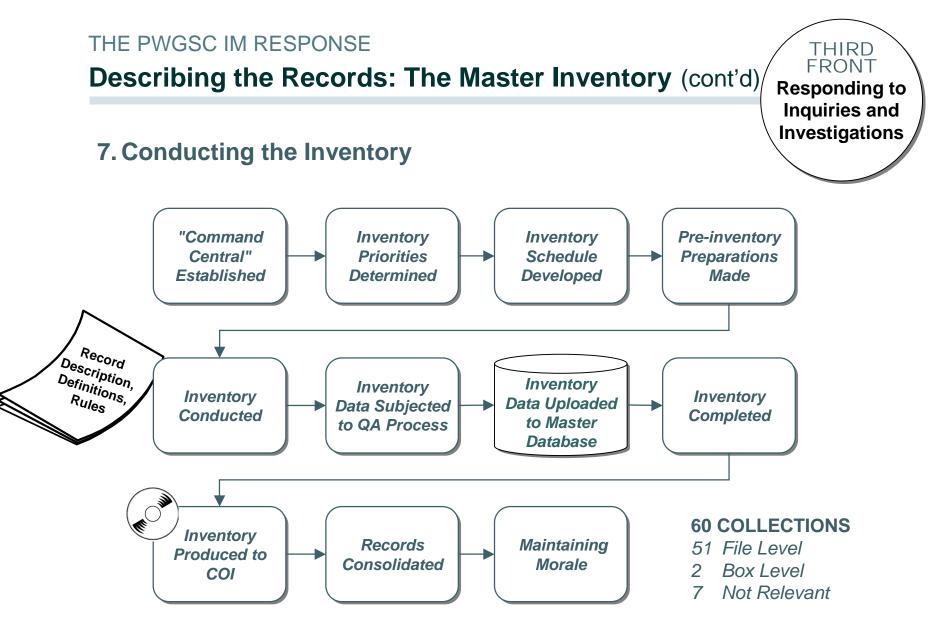
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V.3 (Final) Page 8





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THE PWGSC IM RESPONSE Lessons Learned

What Was Done Right

- PWGSC took full responsibility
- Absolute dedication to openness, transparency, responsiveness
- Provided convenient, comfortable, complete, prompt access to, retrieval of, records
- Ensured that all relevant records were identified and available
- Guarded against unauthorized disposition
- Guaranteed physical security of records
- Relevant Cabinet Confidences made available
- Close collaboration with ATIP
- On-site legal presence in ILO
- Early decision to scan / OCR core collection of records



THIRD FRONT

Responding to Inquiries and Investigations





THE PWGSC IM RESPONSE Lessons Learned (cont'd)

What Was Done Right (cont'd)

- Continuing scanning program
- Inventory approach / team structure
- Detailed approach to records description
- Automation of inventory
- Accelerated hiring of inventory team
- Development / delivery of orientation / training package
- Efficient inventory process
- Efforts to maintain morale contributed to productivity
- Timely close down of inventory project
- Investment for ongoing management of records
- Enormous achievement, within severe time constraints









THE PWGSC IM RESPONSE Lessons Learned (cont'd)

THIRD FRONT Responding to Inquiries and Investigations

What the Teams Would Have Liked to do Better

- Establish provenance / context of CC records
- Establish descriptive names for records collections / groups
- Improve approach to records description
- *Hire staff experienced in records inventory practices*
- Conduct more in-depth initial training
- Maintain up-to-date versions of Record Description, Definitions, Rules – Sponsorship and Advertising Records
- Develop a fully-relational inventory application / database
- Implement the Quality Assurance process at an earlier date
- Improve the inventory work environment
- Clearly identify the client for the inventory project
- Spend more time at planning phase of inventory project



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THE PWGSC IM RESPONSE The Fourth Front: Organizing ILO's Records Holdings



Organizing ILO's Paper Records

Organizing ILO's Electronic Records

Organizing ILO's Reference Materials

Tracking Requests

Developing Work Flows

The End Result



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FIFTH

FRONT **A** Continuing Effort

THE PWGSC IM RESPONSE The Fifth Front: A Continuing Effort

- 1. ILO and the SDS, Continuing Commitment
- 2. Scanning Program
- 3. Enhancements, Master Inquiry Information Holdings Database
- 4. Validation, Enhancement of Inventory
- **5. E-Mail Project**
- 6. QA Review of ILO File System
- 7. Business Interruption Planning
- 8. SDS Centre of Documentary Evidence
- 9. Sunset Planning
- **10.** Retention and Disposition Schedules
- 11. Strategy, Ongoing Management of the Records
- **12. History**

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13. Recognition





THE PWGSC IM RESPONSE Final Conclusions, Lessons Learned

Final Conclusions, Lessons Learned

- Institutional Accountability
- Historical Record: Basis for institutional accountability
- Historical Record: Story of Department / function
- Historical Record: Canada's information laws and policies
- Historical Record: A valuable resource
- Historical Record: An investment





THE PWGSC IM RESPONSE Meet the Team: Through Their Comments Know Them

"... an opportunity to work on something that is history in the making..."

"... being involved in a matter that has captured the interest of the nation "

"... people paid in their home life... their physical health..."

"... responded far beyond the call of duty..."

"... totally supported by management..."

"... the sense that what you are doing is important and critical..."

"... helping the government... helping the country..."

"... lived the project with a sense of urgency..."

"... the demand to stretch myself to deal with unexpected challenges ... "

"... no coffee breaks or lunches for three years..."

"... some people working 80 hours a week..."

"... Dad, how come some days I don't see you in the morning and I don't see you in the evening?..."

"... no regrets: absolutely no regrets..."



