



Public Works and  
Government Services  
Canada

Travaux publics et  
Services gouvernementaux  
Canada



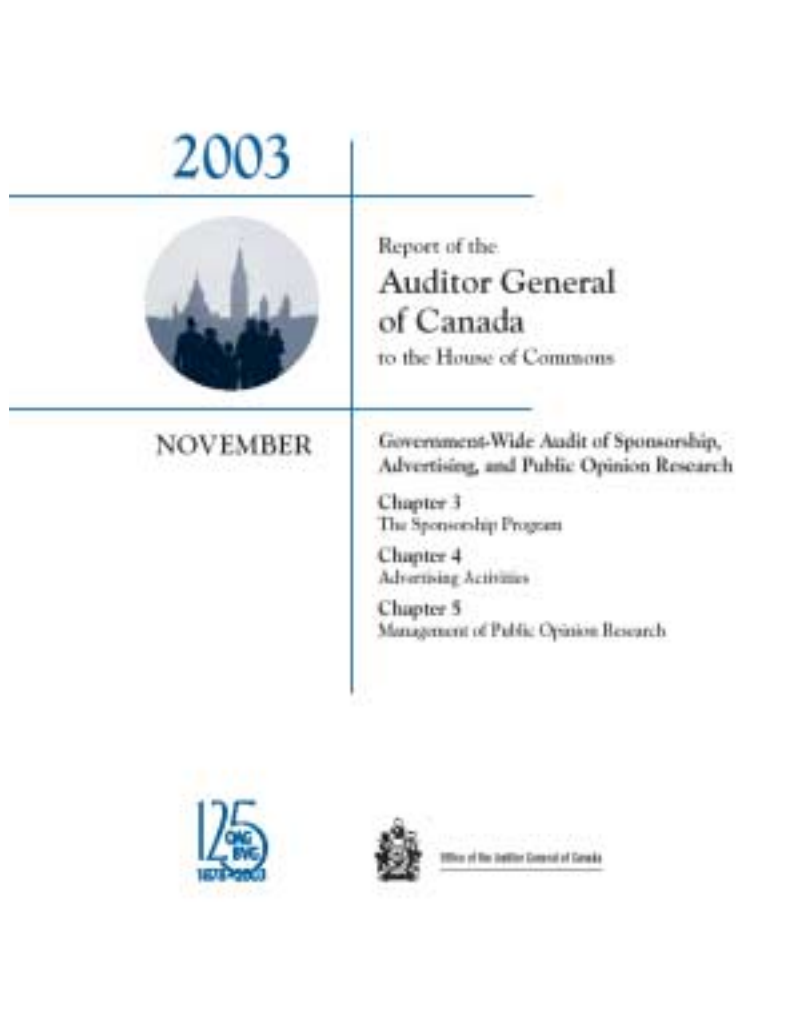
# The Information Management Challenge: The PWGSC Response

**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



## THE RESPONSE

# The Government Response

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## 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**

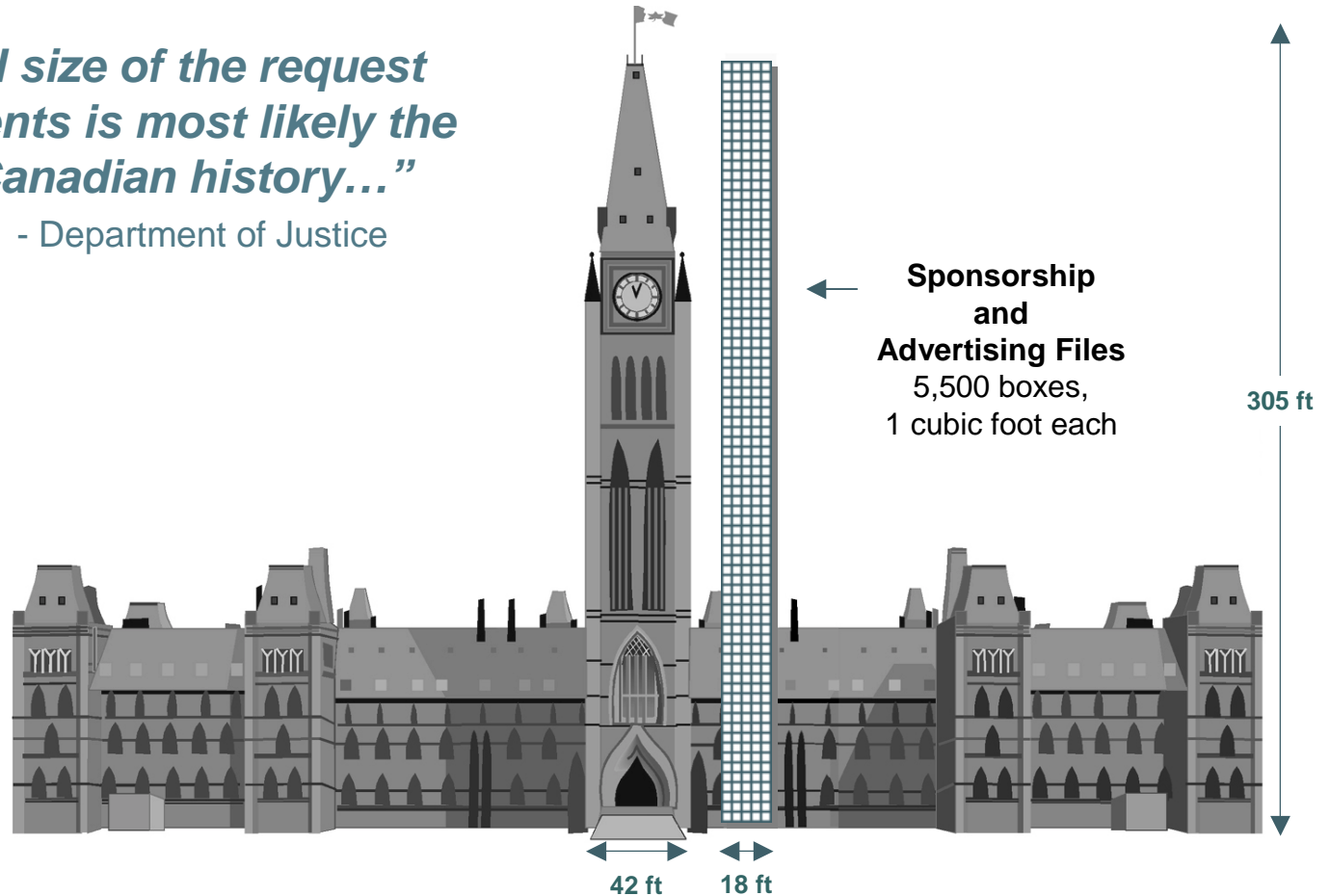


# THE PWGSC IM RESPONSE

## The Sheer Volume of Records

*“Scope and size of the request for documents is most likely the largest in Canadian history...”*

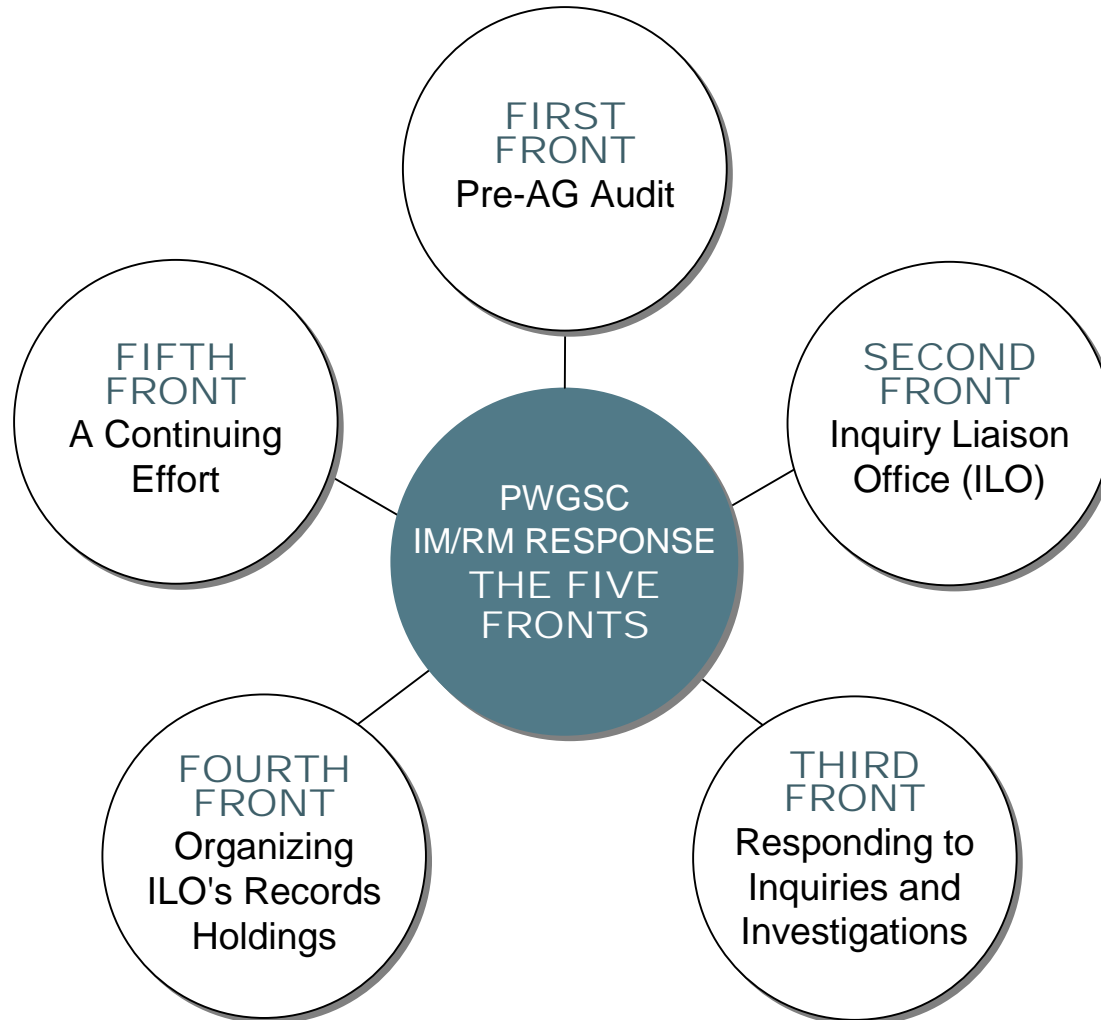
- Department of Justice



# THE PWGSC IM RESPONSE

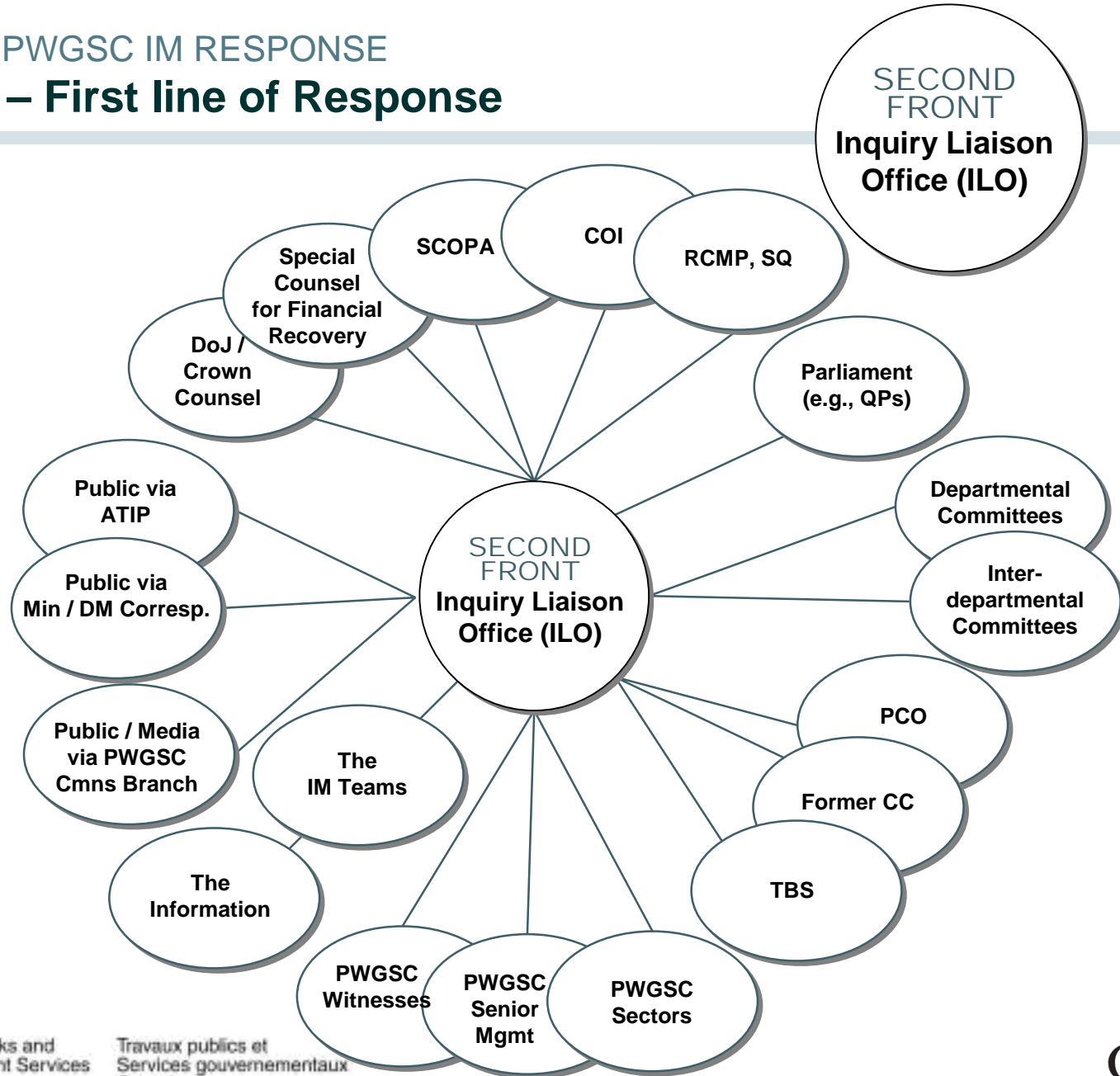
## The Five Fronts

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# THE PWGSC IM RESPONSE

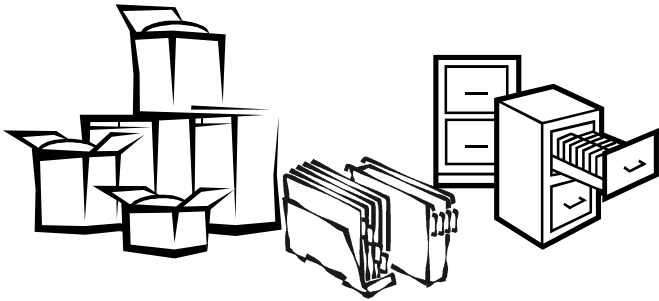
## ILO – First line of Response



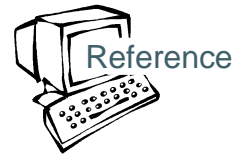
# THE PWGSC IM RESPONSE

## Inquiry Records Centre (cont'd)

**THIRD FRONT**  
**Responding to Inquiries and Investigations**



Records "Produced" to COI

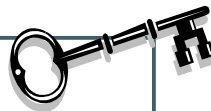


**IRC**



Requests

ILO



- Standing Offer – Printing
- Copy Control Sheets
- Registers
- Attestations
- Pre-Authorized Access Lists
- Access Protocols







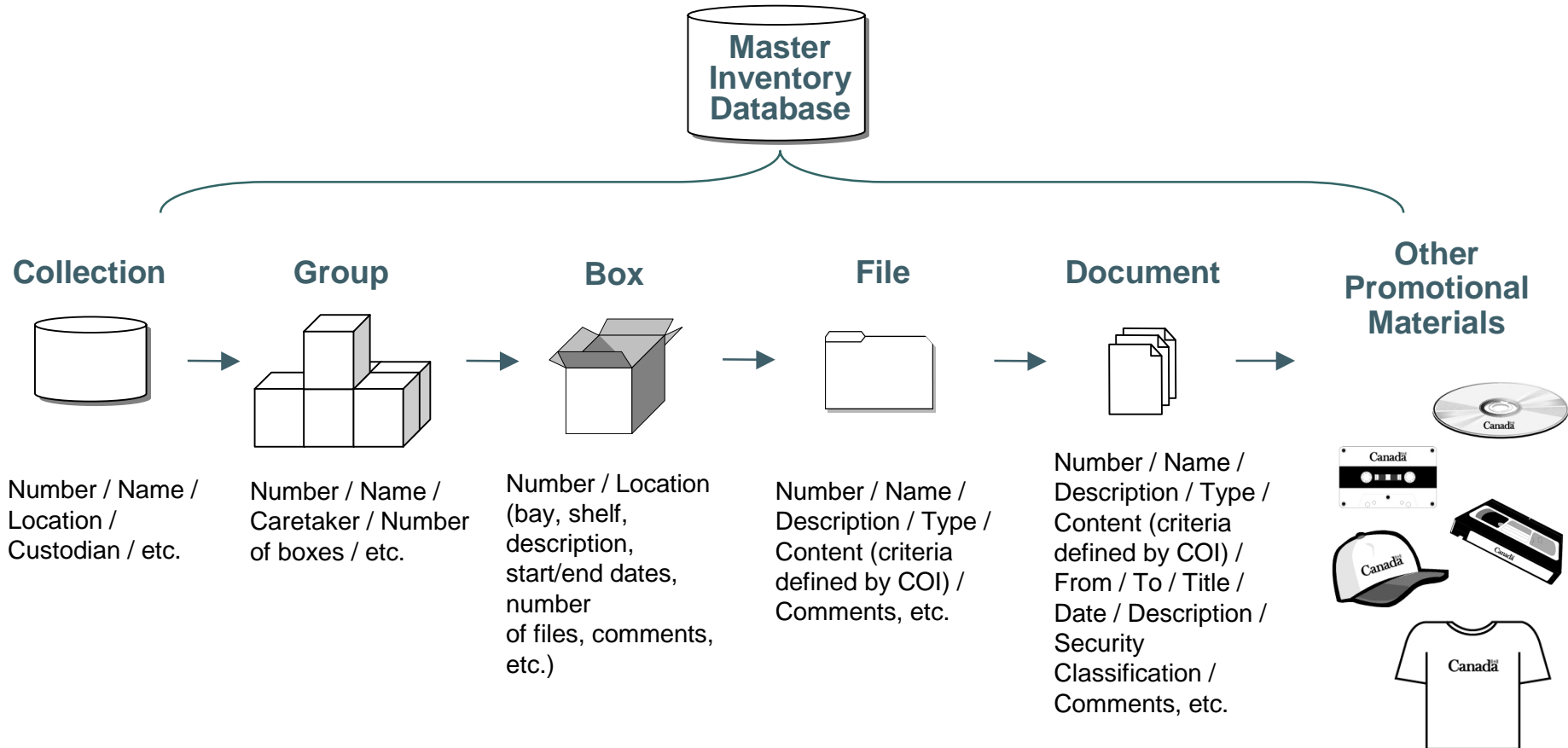


# THE PWGSC IM RESPONSE

## Describing the Records: The Master Inventory (cont'd)

### 3. Developing Approach to Records Description (cont'd)

**THIRD FRONT**  
**Responding to Inquiries and Investigations**

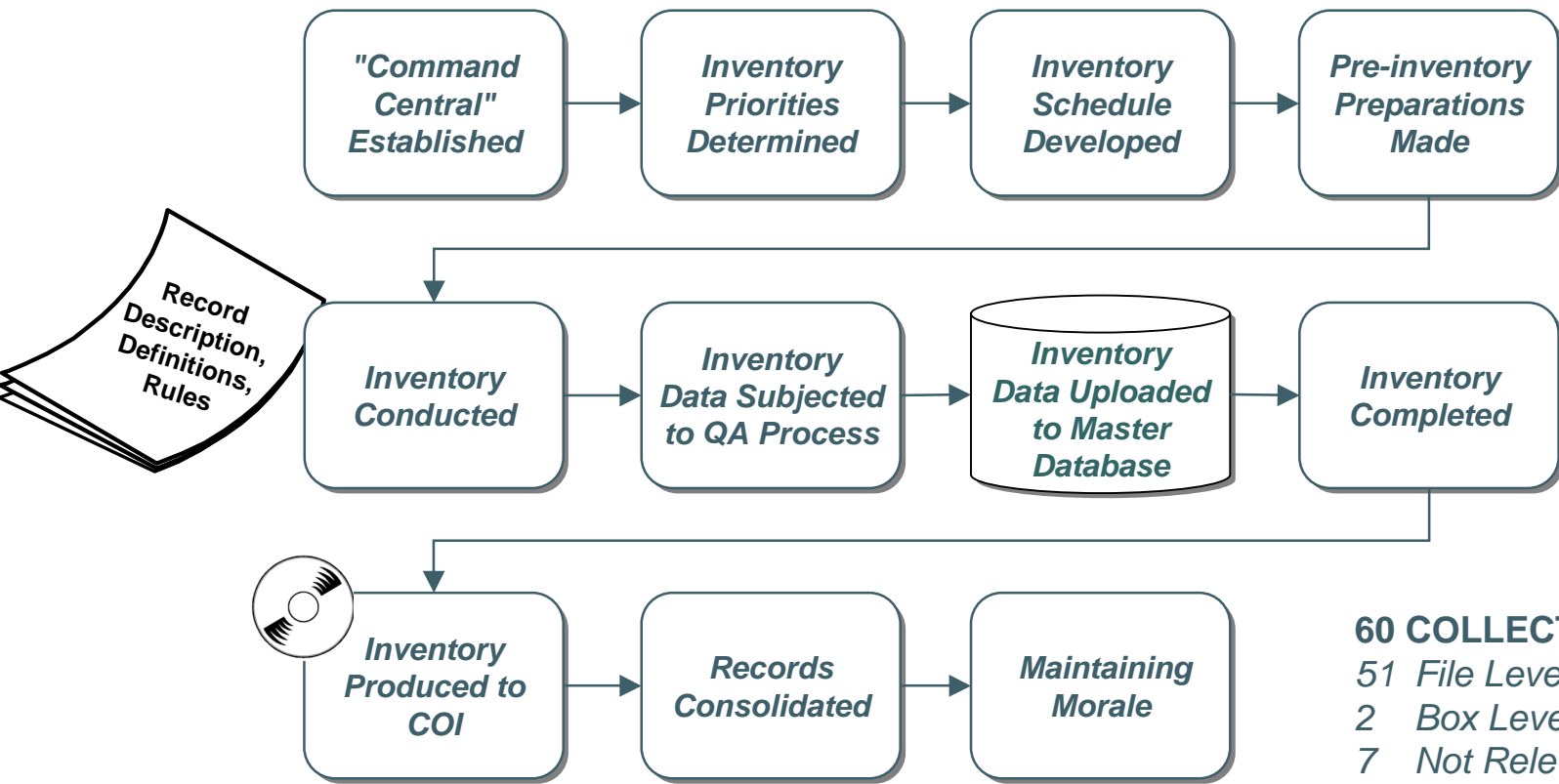


THE PWGSC IM RESPONSE

**Describing the Records: The Master Inventory (cont'd)**

THIRD FRONT  
Responding to  
Inquiries and  
Investigations

**7. Conducting the Inventory**



**60 COLLECTIONS**  
 51 File Level  
 2 Box Level  
 7 Not Relevant

## THE PWGSC IM RESPONSE

# Lessons Learned

### THIRD FRONT

## Responding to Inquiries and Investigations

### 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*



## THE PWGSC IM RESPONSE

### **Lessons Learned (cont'd)**

THIRD  
FRONT  
**Responding to  
Inquiries and  
Investigations**

#### **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*



## THE PWGSC IM RESPONSE

# The Fourth Front: Organizing ILO's Records Holdings

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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





## THE PWGSC IM RESPONSE

# The Fifth Front: A Continuing Effort



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
13. Recognition



## THE PWGSC IM RESPONSE

# Final Conclusions, Lessons Learned

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## 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

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*“... 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...**”*

