

Information Management Advisory Committee (IMAC) Information Management Strategic Plan 2006-2011

Introduction

The planning and implementation of the government's Information Management (IM) Framework is a multi-year activity at both the corporate level and within individual ministries. The Framework and the IM planning process aligns with the strategic and operational planning of the CIO Council.¹

This 5-year strategic plan identifies the corporate activities that are required to enable implementation of the Framework. It has been developed to:

- facilitate planning and priority setting of corporate activities thereby providing a comprehensive approach to implementing the Framework;
- assist ministries through the development of tools and other support; and
- facilitate and foster alignment and linkages with other related corporate activities such as ICT, Enterprise Architecture, Protecting People's Personal Information, Service Alberta, Security, Freedom of Information and Protection of Privacy, Health Information Legislation, Cross-Government Internet, Knowledge Management, and Business Continuity Planning.

The Information Management Advisory Committee will guide the corporate activities and will recommend amendments to the plan as required. As corporate lead for information management, the Information Management Branch (Alberta Government Services) will, in most cases, lead the work identified in this plan while working with other corporate leaders such as Restructuring and Government Efficiency, and Community Development (Provincial Archives).

Wherever possible, partnerships with other jurisdictions and other organizations will be explored to achieve the objectives outline in the plan.

Regular reports on the plan will be made to the CIO Council and the Administrative Services Council.

The plan will undergo a major review at the end of every fiscal year and priorities for the next fiscal year will be determined.

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- ¹ The plan for the corporate information and technology strategic plan is currently under review by the CIO Council. Once completed (expected Summer 2006) this Information Management Strategic Plan will be reviewed to ensure it remains fully aligned.

Information Management Vision

The Government of Alberta will manage its information in a disciplined and coordinated manner to optimize the value of our investment in information assets, support effective and efficient operations and improve the delivery of services to Albertans.

A paradigm shift is required to achieve this vision in the government's increasingly electronic work environment and to meet the needs of our changing workforce.

A key focus by a number of ministries in the next five years will be to deploy Electronic Information Management (EIM) technology to desk tops and to put into place practices and training to enable staff to effectively manage and use information in an electronic work environment and IMAC's corporate activities are designed to support that change.

Corporate Strategic Objectives

There are 8 key objectives for IMAC to support the IM Framework:

1. To lead, promote and support the electronic management of information in the Government of Alberta, the deployment of Electronic Information Management (EIM) technology, and development of a strategy to gradually phase out most paper-based records repositories.
2. To foster a consistent and coordinated approach to information management in the GOA by establishing corporate policy, standards, practices and tools that reflect the diverse needs of business units and the specialist information management communities.
3. To develop a strategy for the long term preservation of digital information assets.
4. To develop and implement a metadata management framework.
5. To build awareness and understanding of and commitment for information management by staff at all levels of the GOA.
6. To develop a human resource management strategy for IM practitioners in the GOA, build information management skills and promote professional career development and education.
7. To enhance the governance of and the alignment of the GOA IM and IT processes and initiatives and to foster a more coordinated approach between IMAC, ITAC, and CGIC.

8. To assess the progress achieved on the implementation of the IM Framework and to ensure the IM Framework and its tools are regularly reviewed and up-dated.

Corporate Activities

Corporate activities have been identified for each strategic objective as follows:

1. To lead, promote and support the electronic management of information in the GOA, the deployment of Electronic Information Management (EIM) technology and development of a strategy to gradually phase out most paper-based records repositories.

Activities

- 1.1 Promote EIM planning in ministries and the use of the EIM standing offer agreements.
 - 1.2 Define EIM roles and responsibilities.
 - 1.3 Develop standards and model business rules, practices and guidance.
 - 1.4 Develop corporate imaging standards and practices.
 - 1.5 Develop mechanisms for sharing EIM best practices and learnings among ministries.
 - 1.6 Initiate a process to review corporate business practices and applications (e.g. Imagis, Exclaim, and ARTS) and their interface with EIM.
 - 1.7 Develop an electronic content storage strategy.
 - 1.8 Support Restructuring and Government Efficiency in the development of electronic forms management strategies and practices.
 - 1.9 Develop corporate guidance on management practices related to the information generated in electronic transactions to support electronic service delivery and lifecycle management of structured information in applications.
2. To foster a consistent and coordinated approach to information management in the GOA by establishing corporate policy, standards, practices and tools that reflect the diverse needs of business units and the specialist information management communities.

Activities

- 2.1 Develop corporate standards and guidance on the GOA-modified approach for developing functional classification systems, records retention and disposition schedules, and content taxonomies and to address issues such as the scheduling of records in electronic applications and web sites.
 - 2.2 Develop a cross-government records classification and retention and disposition schedule for all support services functions (eg. Finance, Human Resources, Information Technology etc.) to replace the Administrative Records Disposition Authority (ARDA).
 - 2.3 Support development of standards and guidance for information security and protecting people's personal information.
 - 2.4 Develop additional corporate guidance on vital records protection and management and continue to work with the Alberta Records Centre and Municipal Affairs to support the business continuity process coordinated by Emergency Management Alberta.
 - 2.5 Develop an information management services model that ministries can use and adapt to better integrate information management communities and coordinate decision-making about information management.
 - 2.6 Develop a corporate information management policy and model ministry IM policy.
 - 2.7 Develop policy, standards and guidance on protecting the government's intellectual property.
 - 2.8 Develop guidance and practices on completing an information management audit.
 - 2.9 Develop guidelines on information product development to assist ministries in the development of paper and electronic publications.
 - 2.10 Provide input to national and international standards organizations (eg. ISO, CGSB, CSA, AIIM, ARMA) to support the improvement of industry standards related to information management.
 - 2.11 Assess the need for information management legislation.
3. To develop a strategy for the long-term preservation of digital information assets.

Activities

- 3.1 In partnership with the Provincial Archives prepare and present a business case for a project to develop a digital preservation strategy, proposed digital archives requirements, governance model, and plan for a proof-of-concept.
 - 3.2 Develop and adopt business and technical standards and practices for long-term management of digital assets.
4. To develop and implement a metadata management framework.

Activities

- 4.1 Develop a core set of metadata elements that would apply to all information content items.
 - 4.2 Establish ongoing processes for the management of metadata, including the preparation and adoption of new standards and encoding schemes, and guidance for implementation.
 - 4.3 Establish a metadata registry to capture and document the various components of metadata standards.
 - 4.4 Rationalize the development of corporate standards for recordkeeping, web content, and geospatial metadata, and plan for the development of other standards, e.g. for preservation, services and intellectual property metadata.
5. To build awareness and understanding of, and commitment for information management by staff at all levels in the GOA.

Activities

- 5.1 Develop a multi-year strategic communications plan, including key messages and techniques, to increase awareness and understanding of information management within the GOA.
- 5.2 Continue briefings and presentations to various stakeholders – councils, committees, other communities of practice etc.
- 5.3 Promote and support the inclusion of information management content in the GOA Management Essentials program, the Management Development program and the Senior and Executive Managers' Development program.
- 5.4 Identify information management competencies for non-specialists.

- 5.5 Continue to refine the Managing Information @ Work awareness materials, to promote and support the delivery of sessions to government employees and to establish IM refresher training strategies.
 - 5.6 Develop a model information management package for new employees and for employees terminating their employment that may be included in a more comprehensive orientation/termination package.
 - 5.7 Organize and support Records and Information Management month promotions and events in April of each year in partnership with ARMA and Restructuring and Government Efficiency.
6. To develop a human resource management strategy for IM practitioners in the GOA, build skills and promote professional career development and education.

Activities

- 6.1 Identify information management competencies for IM practitioners.
- 6.2 Assess the changing demographics of the work force and identify skill requirements and gaps.
- 6.3 Develop model position descriptions for key information management functions.
- 6.4 Recommend succession planning/knowledge transfer strategies.
- 6.5 Convene regular networking sessions for IMAC, Senior Records Officers and the records management community.
- 6.6 Organize an annual information management conference to bring together IM practitioners from across the GOA and other public sector jurisdictions.
- 6.7 Institute a comprehensive information management training program for GOA information management practitioners, arrange delivery of the IM training program by the most appropriate means and explore innovative training delivery options using technology.
- 6.8 Build a business case for a comprehensive degree, diploma and/or certificate information management education program in Alberta and meet with post-secondary institutions and other stakeholders to foster its development.

- 6.9 Promote and encourage government employees to obtain relevant professional certification such as Certified Records Manager (CRM) and Certified Document Imaging Architect (CDIA+) designations.
7. To enhance the governance of and the alignment of the GOA IM and IT processes and initiatives and to foster a more coordinated approach between IMAC, ITAC, and CGIC.

Activities

- 7.1 In cooperation with Restructuring and Government Efficiency, identify governance and alignment issues and make recommendations for improvement including for example an effective process for the approval of policies and standards.
- 7.2 Establish processes for co-ordinated IMAC/ITAC/CGIC task forces or committees to address emerging issues and new technologies.
- 7.3 Investigate the need for/feasibility of developing an Information Architecture for the GOA to enhance the definition and understanding of the role of information management within the government's enterprise architecture.
8. To assess the progress achieved on the implementation of the IM Framework and to ensure the IM Framework and its tools are regularly reviewed and updated.
 - 8.1 Complete regular reviews of IM guidance and the IM web site to ensure information is current, relevant and easy to use.
 - 8.2 Complete a re-assessment of the status of ministry action/results related to the framework and report on progress/issues to the Deputy Ministers' Committee.
 - 8.3 Review the IM Framework annually and make revisions as necessary.
 - 8.4 Develop a model performance management framework for information management in the GOA.