

Presented To

Municipality of Port Hope

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Deliverable

Records and Information Management Current State Assessment

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CONTACT

Nina Carter, President
The Information Professionals
613.298.6206
nina@the-infopros.com

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Executive Summary

The Municipality of Port Hope (Municipality) creates information that enables the delivery of their municipal programs, ensures accountability and transparency of its actions to community members and member municipalities. As these information resources are valuable and critical factors in the success of any endeavor, structured planning of their management must occur to meet corporate goals and to successfully deliver programs and services.

The Information Professionals (InfoPros) was engaged by the Municipality to review their Records Management Program and practices, assess them against recognized best-practices, and develop a set of recommendations.

The InfoPros completed a detailed analysis of the Municipality's recordkeeping practices and management capabilities. The analysis consisted of reviewing the Municipality's current records management program including by-laws, policies, physical records management practices, and systems of record (e.g., network drives and Outlook). It also included the analysis of information provided by key stakeholders, within the Municipality, responsible for recordkeeping.

At the outset of this initiative, the Municipality was concerned that current policies and procedures along with primary systems of record, while functioning for their intended purpose, may lack elements to support the efficient and legislative-compliant records and information management practices.

Like many municipalities today, one of the Municipality's intentions is to implement an Electronic Document and Records Management System (EDRMS) to enable the effective and efficient management of its electronic information. The Municipality understands that successfully implementing an EDRMS requires governance, taxonomy, and technology foundations to increase collaboration, enhance document and records management and ultimately improve day-to-day operations that are information dependant.

The analysis conducted by the InfoPros identified meaningful gaps between the Municipality's current Records Management Program and practices and the essential elements required for a successful EDRMS implementation. As such, the Information Professionals recommends that the Municipality revise its Records Management Program to ensure that its recordkeeping practices are compliant with current legislation. Moreover, the InfoPros recommends the implementation of an EDRMS to improve the way that information is organized, secured, and managed.

The EDRMS Program recommended in this report is defined in phases that are based on industry best practices and our 25+ years experience in supporting municipalities management of records in physical and electronic formats.

1. REPORT FORMAT

The summary of findings report has been organized into the following four categories:

1. **Records Management Policies and Procedures.**
2. **File Plan and Retention Schedule.**
3. **Records Management Resources; and**
4. **Technologies.**

Each above-noted category is further broken down into three areas of analysis: Best Practices, Observations and Recommendations.

BEST PRACTICE

Based on the InfoPros experience in the definition and implementation of records and information management program, this section summarizes best practices in the industry and in accordance with leading Associations such as the Association of Records Managers and Administrators (ARMA) and the Association for Information and Image Management (AIIM).

OBSERVATIONS

The purpose of the observations is to summarize the completed detailed analysis of the Municipality's current records and information management or privacy practices. Furthermore, the InfoPros also highlighted any potential gaps or risks that the Municipality may be faced with regarding its current practices.

RECOMMENDATIONS

The recommendations summarize the requirements to mitigate any potential risks and to better align the Municipality's records, information, and privacy practices with industry standard best practices. Additionally, in some areas, these recommendations are listed in the respective order that they should be developed and implemented. It is important to note that the recommendations in this report are necessary to ensure that Municipality can meet its current and future legislative-compliance requirements.

2. SUMMARY OF RECOMMENDATIONS

The following table provides an at-a-glance summary of the recommendations contained in this report and have been organized in order of importance.

1. RECORDS MANAGEMENT POLICIES AND PROCEDURES
By-laws and Policies Revise Records Management By-law Establish Electronic Records Policy
Procedures Establish Procedures Consider Procedures Required to Support EDRMS Implementation
2. FILE PLAN AND RETENTION SCHEDULE
Review Existing Classification Structure Develop Naming Convention Standards Provide Naming Convention Standards Training
3. RECORDS MANAGEMENT RESOURCES
Expand Records Management Team to Include Enterprise Content Manager
4. TECHNOLOGIES
Leverage Investment in M365 & SharePoint

1. Records Management Policies and Procedures

The guiding principle of records management is to ensure that information is available when and where it is needed, in an organized and efficient manner, and in a well-maintained environment. Organizations must ensure that their records are:



The Information Professionals completed a detailed review of Municipality’s records management-related by-laws, policies, procedures, and current systems of records. Additional analysis was captured during a series of interviews and online survey with key stakeholders to further understand current recordkeeping practices and validate the recommendations described below. The stakeholder interviews and online survey focused on the following areas:

- Discussion of Key Departmental Business Functions.
- Knowledge of the Municipality’s Records Management Program.
 - File Plan and Retention Schedule (i.e., The Ontario Municipal Records Management System or “TOMRMS”)
 - By-laws and policies
- Electronic Recordkeeping Practices and Systems of Records (applications).
- Records Management Challenges.

BEST PRACTICE

Policies and procedures are key elements of a records management program as they define the necessary governance for the management of corporate records and information assets to the corporation. As such, clear accountability for records management and a definition of a record are essential to:

- Achieving transparency.
- Managing corporate risk.
- Defining authority, responsibilities, roles, and expectations; and
- Maintaining consistency within an organization.

In the event of litigation, proving that documented policies and procedures are followed supports the admissibility of evidence by establishing that the information is used and relied upon during business. Consistent records management practices according to these documented policies and procedures is essential for both short- and long-term information retrieval, legislative compliance, and risk management.

An important consideration regarding the way in which we communicate and share information is evolving from mostly physical formats to increasingly more electronic formats, including text messages and content created or shared on social media platforms. Every corporation is challenged with managing all information under a single policy to account for and properly organize this deluge of data captured (paper, electronic, audio, video, etc.). Social media presents a significant challenge for corporations, as it often challenges the traditional definitions of “what is a record.”

OBSERVATIONS

During its detailed analysis, The InfoPros noted that the Municipality is missing several records management policies and procedures. Since one of the most important considerations regarding the way in which we communicate and share information is evolving from mostly physical formats to increasingly more electronic formats, including text messages and content created or shared on social media platforms, the Municipality needs to address answering the fundamental questions: definition of a record, employee’s responsibilities and how should employees manage records. Most municipalities are challenged with managing all information under a single policy to account for and properly organize this deluge of data captured (paper, electronic, audio, video, etc.) however, it is vital to the fidelity of records management programs that policies and procedures provide the necessary governance.

RECOMMENDATIONS

Develop additional policies to further define Municipality objectives relating to the key aspects of the Records Management policy.

The Records Management policy often requires more granular policies to further define the Municipality's expectations. In addition to the privacy and retention policies that already exist, additional policies should be considered regarding, but not limited to the following:

Policies

Revise Records Management By-law

- Revise the current records management by-law and reference the TOMRMS file plan and retention schedule instead of adding it as an Appendix.

Establish Electronic Records Policy

- Establish the parameters for the use of technologies that enable scanning of physical records or the use of electronic signatures, so that records can be relied upon for their authenticity (e.g., admissible as evidence should they be needed in a court case).
- Define the roles, purposes and use of components such as email, voice communication, instant messaging, cloud storage and social media.

Procedures

Consider Procedures Required to Support EDRMS Implementation

The way in which the procedures are made available should also be reviewed to ensure that the most recent version can be easily accessed. A central location should be created for by-laws, policies, and procedures to ensure that staff are able to locate the current and official versions easily so that staff are not relying on outdated physical copies or copies saved to local drives. Required procedures may include but are not limited to those that address:

- Individual employee and stakeholder roles and responsibilities in managing records.
- How and when to apply the records management tools such as TOMRMS (classification, retention, vital records listing) to paper and electronic records, including email.
- How and when to use information creation and capture components such as the multiple shared drives, email, voice communication, instant messaging, and social media.

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- Email best practices and the capture into corporate repositories and classification of records and information.
 - Effective use of imaged and electronic records while ensuring suitability for evidentiary purposes.
 - Protecting information privacy and confidentiality.
 - Effective use of electronic signatures.
 - Inactive records storage and retrieval.
 - Applying the retention By-law to paper and electronic records and maintaining destruction lists of records that have been destroyed.
 - Applying destruction holds in the event of litigation, regulatory or audit issues.
 - Electronic media destruction.
 - Identifying records required for Disaster Recovery and business continuity.
 - Vital records capture, protection, and preservation; and
 - Records management compliance monitoring.

2. FILE PLAN AND RETENTION SCHEDULE

The Municipality leverages The Ontario Municipal Records Management System (TOMRMS), a methodology and compliance service for organizing the information that exists within a municipality in Ontario. It was co-developed in 1990, by the InfoPros in conjunction with the Association of Municipal Managers, Clerks & Treasurers of Ontario (AMCTO), to meet the needs that would arise from the introduction of Municipal Freedom of Information and Protection of Privacy Act (MFIPPA).

The TOMRMS structure includes high-level functions and activities, scope notes and examples, retention periods and applicable legislation. With more than half of Ontario municipalities using TOMRMS, it is currently considered a best practice for the management of municipal records.

BEST PRACTICE

Two foundational elements in a well-designed records management program are content classification and the identification of retention requirements for all business records and information. Best practice requires that the content of information holdings is identified by a hierarchical structure – based on a corporation’s functions and activities. The structure must be simple, with as few levels in the hierarchy as feasible to meet user needs. Each category must be mutually exclusive and defined in scope notes to identify what is included (and in some cases, excluded) from the category. Since retention requirements are dictated by the content of a record, the retention and content category are often directly linked. The structure must be consistently applied regardless of the media in which the information is stored.

Collectively, classification and retention tools, along with the policies and procedures that define and describe their use, provide the core platform required for a corporate-wide records management program. They should be viewed as the corporate standard upon which all departmental records handling practices are based. In a corporate-wide system, deviation from these standards is not permitted. Users cannot be permitted to add or modify classification categories to make the structure unique to their department. Nor can they choose to retain records for less or more time than indicated in the retention standard. Where the corporate standard does not meet user needs, a coordinated approach is taken to modify and update the standard, ensuring that all changes are reflected across the enterprise. No department will use all categories or elements identified in these tools. In the ideal situation, each department or user group is provided with a subset of only those categories and information that they use on a day-to-day basis. This is often referred to as a departmental file plan.

OBSERVATIONS

During the stakeholder interviews, it was noted that although there is some awareness regarding TOMRMS, apart from the Clerks Department, it has not been broadly implemented across all Departments within the Municipality. The challenge with the current records management practice is that most Departments have discontinued managing all records in physical format which means that electronic records are not being managed accordingly. Additionally, the current technology used to manage the physical records – Digital Warehouse – has become obsolete and is no longer supported by the vendor. With the lack of vendor support for physical records, the growing volume of electronic records on network drives, the plethora of email messages managed in Outlook, there are many risks that the Municipality could face long term such as: effective search and retrieval of records to support decision-making, respond to litigation or information requests, and the timely destruction of records in accordance with applicable retention periods.

RECOMMENDATIONS

TOMRMS Training

The Information Professionals recommends that the Municipality deliver TOMRMS refresher training, mandatory training for new employees and continue to implement the TOMRMS file plan and retention schedule across all Departments. Leveraging TOMRMS will help to organize the Municipality's records based directly on the work processes that a corporation performs to fulfill its mandate and goals - its functions. As such, we recommend that records on network drives be organized by folders according to the TOMRMS structure. By completing these recommendations, records will be organized in a structure that would facilitate content classification and migration into the future EDRMS.

Revise Naming Convention Standards

Revise current naming convention standard to further clarify options and assist users in naming documents and folders. As part of these refinements, the use of abbreviations should be strongly discouraged, and the focus shifted to the creation of shorter titles using fewer elements in the title and standard version identification.

Naming conventions are standard rules applied to electronic documents and folders. Naming documents consistently, logically and in a predictable way distinguishes them from one another briefly and facilitates their storage and retrieval.

Formatting Best Practices

- Avoid the use of symbols, e.g., ~ " # % & *: < > ? / \ { | }.
- Hyphens and underscores are permitted.
- Avoid repetition and redundant words in folder and file names.
- Avoid using acronyms or abbreviations.
- Do not use words that are excluded from searches, e.g., the, if, but, so, for, etc.
- Keep document names short, but meaningful.
- Ensure the document name accurately describes the content of the document.

Benefits

- Creates uniformity in naming electronic documents.
- Enables accurate retrieval.
- Decreases the amount of time spent finding information.
- Eliminates storing duplicate items, especially duplicate items with different names.
- Ensures files are easily distinguished from one another.

Dates

Dates are not required since it is an attribute that is often captured by an EDRM solution as metadata. When a date is necessary (e.g., meeting minutes and agendas) use a hyphen to separate the year, month, and day, e.g., YYYY-MM-DD.

Provide Naming Convention Standards Training

Brief all staff on the use of the naming convention as part of ongoing Records Management communications and training.

Achieving consistent and standardized file and folder naming is difficult when relying on individual users for naming unstructured, subject-related documents. When defining naming conventions, users should be involved in defining the standard, trained and its use encouraged through regular monitoring and follow-up. The current naming convention should be reviewed to provide additional direction for formulating the title more clearly. For example, users could be instructed to use the most important search term first and to limit the length of the title by not including indexing terms in the document name. At a minimum, abbreviations should be intuitive, commonly used by many users, and included on a very short list of accepted terms that can be easily remembered without referring to a list.

While version control is not required for all record types, where it is appropriate and consistently applied, it is a major improvement to records management and accessibility. The identification of how many and which versions of any record that must be retained after the document is finalized can vary widely depending on the type of record and should be centrally determined and implemented, rather than left to individuals to decide. Since lengthy titles are an issue the standard for versioning could be shortened to “v” from “ver”.

An EDRMS information architecture (metadata) can often replace elements of naming conventions such as version, however, the Municipality would still realize immediate benefits of defining and adopting a naming convention as it will improve recordkeeping practices such as search and retrieval and content identification.

3. ENTERPRISE CONTENT MANAGEMENT RESOURCES

Dedicated enterprise content management resources vary from Municipality to Municipality. In some Municipalities, Senior Management have a legal requirement to manage records and employees are responsible for keeping records of their own work. While other Municipalities have a dedicated team of records management resources that are responsible for establishing the records management program, monitoring compliance, and ensuring timely disposition of records.

BEST PRACTICE

Industry recognized records management standard - ISO standard 15489 - defines Records Management as the field of management responsible for the efficient and systematic control of the creation, receipt, maintenance, use and disposition of records, including the processes for capturing and maintaining evidence of information about business activities and transactions in the form of records. Compliant recordkeeping practices includes the ability to manage the records of your corporation throughout their lifecycle, from the time they are created to their eventual disposal. This includes identifying, classifying, storing, securing, retrieving, tracking, and destroying or permanently preserving records.

OBSERVATIONS

The Municipality's records management practices are managed and overseen by the Clerk through the Corporate Services Department; however individual departments have established their own individual practices. The Department strives to be proactive and build alignment with and according to the TOMRMS file plan and retention schedule.

RECOMMENDATIONS

Expand Records Management Team to Include Enterprise Content Manager Resource

The Municipality's records management program needs to be defined, managed and compliant with industry recognized standards. To that end, the InfoPros recommends that the Municipality consider a dedicated enterprise content management resource. The purpose of the dedicated records management resource is to provide a greater focus on Municipality-wide compliant information management practices through the broader provision of records and information management. Additionally, the deployment of the EDRMS solution across the Municipality will

raise awareness for information management practices that will require ongoing end user engagement and support, maintenance, and auditing to ensure the proper classification of records and their eventual disposition.

To support the Municipality in completing this recommendation, the InfoPros has attached a draft job description as Appendix B to this report.

4. TECHNOLOGIES

An Electronic Document and Records Management System (EDRMS) can increase business efficacy, deliver improved accountability, and reduce compliance risks.

BEST PRACTICE

There are many benefits in implementing an EDRMS strategy, some of them are:

- **Better management of information** – a central repository for records and documents, can replace the use of uncontrolled network drives. Improved retrieval of information enhanced by naming conventions and a controlled vocabulary. Full control of records – from creation through to disposition. Improved linking of related documents and records (copy of, translation of, attachment of, etc.) allowing end users to access information to support effective decision-making in a timely manner.
- **Improved business productivity** – improved retrieval, access and sharing of information in a secure environment. Automated business processes and diminished duplication of records and documents. Decreased dependence on physical records, significantly decreasing costs for physical storage.
- **Decreased organizational risks** - An EDRMS greatly improves security and access controls, reducing risks of unauthorized access to information, full audit capabilities and the ability to improve discoverability of information to support information access requests and response to litigation matters.
- **Compliance** - an EDRMS can support the Municipality's records management obligations and requirements.

OBSERVATIONS

Like many corporations, the Municipality is currently facing information management challenges associated with a growing volume of electronic documents and records. During the Covid-19 pandemic, access to corporate records added to the Municipality's challenge of supporting employees working remotely.

Network Drives

Most the Municipality's corporate information (documents and records) resides on network drives. The network drives are loosely organized, with little to no Municipality-wide standardization. Multiple versions of documents, multiple folders and subfolders and

inconsistent naming conventions makes it challenging for employees to find the information that they require and encourages the duplication of information in multiple locations. Common risks associated with storing corporate content within Network Drives are as follows:

- The loss of information related to misfiling or deletion
- Limited security options
- Multiple versions of the same document creating operational confusion
- Limited remote access options
- Poor search functionality

Microsoft Outlook

The management of email messages across Departments presents several risks to records management compliance and ensuring a timely response to FOI requests and/or supporting litigation matters.

Microsoft Outlook is commonly being used as a document repository for the Municipality's corporate information and the volume of corporate documents and records in this repository is growing quickly. Common risks associated with storing corporate content within Outlook are as follows:

- Inability to share/collaborate with colleagues.
- Lack of standard naming conventions, structure.
- Multiple versions of email messages with attachments being managed in several email inboxes.
- Inability to perform effective search and retrieval.
- Inability to efficiently apply retention and disposition to email messages and attachments that have reached their disposition.

RECOMMENDATIONS

Leverage Investment in M365 & SharePoint

Many municipalities are seeing the benefit of using Microsoft M365 (M365) & SharePoint Online for Content Management and Collaboration. SharePoint Online, and the broader M365 suite, is

helping many municipalities ensure they are meeting information management regulations while also helping their business teams be more operationally efficient.

At the time of this assessment, the Municipality had begun testing the M365 suite of products. The InfoPros believes that Municipality should strongly consider M365 as a viable replacement option for the workloads currently being handled by Network Drives, Digital Warehouse and Outlook. M365 would provide the Municipality with a Collaboration and Content Management Platform, with seamless integration to Outlook. Moreover, the M365 platform natively provides classification and compliance capabilities that would allow the Municipality to automate several records management processes that currently require manual execution.

Easy to use Document Management: Municipalities are seeing the benefits of moving away from network drives to M365. Often replacing unwieldy systems which started to become popular 10 years ago, municipalities are seeing the benefits of a more lightweight solution which puts the emphasis on empowering the user and bringing productivity benefits.

The Municipality's network drives are not an effective repository for managing records as it contributes to duplication of documents, inefficient search and retrieval and the inability to apply retention and disposition. Empowering mobility, improving search capabilities and simultaneous collaboration across the organization are just a few of the benefits that the Municipality can realize by migrating content from shared drives to M365/SharePoint Online. Newer versions of SharePoint provide native records management features which allows content to be managed using metadata and labels that align to the Municipality's file plan and retention schedule, TOMRMS.

Collaboration: SharePoint provides the ideal way to empower your teams to work together more efficiently and collaboratively. SharePoint can be configured to provide departmental areas and temporary team sites to facilitate collaboration. SharePoint also fits nicely with other products in the M365 suite like Microsoft Teams and Microsoft Exchange.

System Integration: Organizations often implement M365 as part of a wider solution with SharePoint acting as the document repository for another system. Many organizations are connecting line of business systems to utilize document management within SharePoint. Organizations can also make use of Dynamics 365 to implement a Case Management solution where relevant documents are retained within SharePoint Online.

Third Party Add-in Software: Microsoft's mission with M365 is to make it as universally useful as possible. Many capabilities are provided natively that help organizations manage information in

a controlled and compliant manner. Some municipalities have elected to supplement native M365 capabilities with a SharePoint add-in application specifically designed to address the unique information handling processes of records. These add-in software solutions process content stored in M365 or SharePoint preventing complex data integration scenarios. During the processing of content, specific features are available to compliance managers such as File Plan management, disposition processing and case records handling.

Develop and Implement a Robust Email Management Strategy

The InfoPros recommends that the Municipality consider email management as a project within the overall EDRMS strategy. Comprehensive email management would require a third-party application that will facilitate the management of email messages by integrating with the selected EDRMS. The need to gain control over the information contained in email messages should be considered a high priority.

In addition to an email management tool, the InfoPros recommends the following:

Declare Outlook as a communication delivery mechanism and not as a records repository: As a best practice for the Municipality, Outlook should be declared within the records management policy as a communication tool that is not to be used for storing “records”.

Disable the use of .pst files for email storage and develop corporate standard for managing and deleting existing .pst files and orphaned records: Information that is stored in .pst files is only accessible to the email account user and is not identified according to the content. Likewise, documents that are held in personal workspace of staff who have left the employ of the Municipality are often not reviewed after their departure. Instead, these email messages are archived or “orphaned” and are not accessible to other staff. Following the deployment of an email tool, the ability to save email messages as .pst files should be disabled. Lastly, a corporate standard should be developed and approved through normal retention schedule approval channels that defines how long any existing orphaned records left in personal workspace or disabled .pst files will be retained before they are destroyed.

Define allowable mailbox size by role rather than universally: The recommendations regarding email management will require some time to implement. Therefore, we recommend that the Municipality consider setting limits to mailbox size. This practice ensures that employees regularly review their email messages and add them to the EDRMS. It should be noted that some Departments will require additional space due to the nature of their role and the content they manage.

APPENDIX A – COST SAVINGS

The Municipality’s budget restrictions combined with increasing service mandates necessitate the need for even greater fiscal responsibility. These conditions are creating both financial and human resource limitations for the Municipality. As such, the InfoPros is recommending that the Municipality leverage their current investment in M365 and implement an EDRMS that uses native M365/SharePoint Online functionality to address the Municipality’s EDRMS requirements. The InfoPros believes that taking this approach would allow the Municipality to extend the Return on Investment (ROI) associated with its current M365 spend and realize an additional savings of \$57,000- \$67,000, associated with the server replacement costs. Moreover, our experience suggests, that taking this approach will significantly reduce EDRMS implementation time, complexity, and implementation services costs associated with deploying the system within the Municipality.

COST SAVINGS REVIEW

EXPENSE	TOTAL COST
Microsoft 365 (M365) Investment	\$55,000.00
Wastewater Treatment Plant Server Replacement	\$22,000.00
Water Treatment Plant Server Replacement	\$20,000.00
Anticipated Storage Area Network (SAN) Server replacement	\$15,000-\$25,000
Total Expenses Reviewed**	\$122,000.00

** not including staff time

APPENDIX B – ENTERPRISE CONTENT MANAGER – JOB DESCRIPTION

OVERVIEW

Reporting to the Municipality of Port Hope’s Manager, Legislative Services/Deputy Clerk, the Enterprise Content Manager is responsible for the management of the Municipality’s Digital Content. The Records Management Program ensures that the Municipality’s corporate records, in all formats, are managed throughout their entire lifecycle – from creation and preservation through to disposition.

As an Enterprise Content Manager, the incumbent will monitor the Municipality’s information management practices ensuring they meet our legislative and business requirements by providing guidance and support to all Departments. The incumbent will be responsible for developing strategies and continuously improving information management practices across the Municipality. In collaboration with key stakeholders, the incumbent will develop, assess, plan, implement and evaluate opportunities to support our objectives to manage information in digital format. The incumbent will focus on delivering quality and effective communication competencies, efficient problem solving, attention to details and analysis in the scope of information management.

RESPONSIBILITIES

Governance

- Manage the Municipality’s Information Management Program:
 - By-laws.
 - Policies and Procedures.
 - File Plan and Retention Schedule.
 - Corporate Taxonomy.
 - Training and Awareness.
- Work with key stakeholders (Departments, Committees, Working Groups) on defining guidelines and procedures that impact the management and disposition of information.
- Monitor changes to statutes, regulations, industry standards and business requirements and revise the Municipality’s Information Management Program accordingly.
- Design and conduct compliance audit processes including the development of performance metrics, targets, and respective compliance reports for senior department managers.

Client Engagement

- Engage Departments across the Corporation to assess information management practices and provide solutions to support effective management of content.
- Provide support to ensure the timely and efficient preservation and disposition of information and documents in accordance with the File Plan and Retention Schedule.
- Provide ongoing content and collaboration awareness and training to employees.

SharePoint Online

- Provide information management specific support of the SharePoint Online collaboration sites.
- Develop and define SharePoint Online collaboration sites including content types and columns.
- Develop and deliver SharePoint Online end user training sessions.

EDUCATION

Completion of a university degree in a related field, supplemented by specialized courses in records management and/or information technology and considerable related experience or an equivalent combination of education, training, and experience.

KNOWLEDGE

Sound information management is essential to ensure compliance with legislation and to meet/exceed public expectations. Considerable knowledge of the Municipal Act, Community Charter, the Municipal Freedom of Information and Protection of Privacy Act (MFIPPA), By-laws, policies and regulations governing the work is also required. Additionally, the incumbent is required to have considerable knowledge of RIM techniques applicable to digital content - digitally born records, and computer system applications.

EXPERIENCE

- 5 years' experience in administrating Corporate Records Management Programs, ideally within municipal government.
- Comprehensive knowledge of applicable regulations and legislation and sound understanding of issues related to information protection within municipal government.
- Experience in assessing policies and procedures, interpreting legislation, formulating recommendations.

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- Demonstrated knowledge and experience managing physical and electronic records management systems, policies, and procedures.
 - Demonstrated ability to communicate effectively both verbally and in writing.
 - Knowledge and experience with federated records management solutions.
 - Demonstrated ability to work independently and in collaboration with others.
 - Demonstrated ability to function as a team member, motivator, and facilitator.
 - Demonstrates ability to be flexible, prioritize tasks and responsibilities and complete duties and projects within allotted time.
 - Demonstrated ability to provide effective consultation and customer service.
 - Demonstrated ability to manage, plan, implement, organize and problem solve in a complex dynamic environment.