

March 2023

Candidate

Information Booklet

ASSISTANT DEPUTY MINISTER | EX-04

SECTOR: COLLECTIONS



DISCOVER. UNDERSTAND. CONNECT.



Library and Archives
Canada

Bibliothèque et Archives
Canada

Canada

Library and Archives Canada

Assistant Deputy Minister, Collections

Candidate information booklet – March 2023

Welcome letter from the Librarian and Archivist of Canada

Thank you for your interest in working for Library and Archives Canada (LAC). As the Assistant Deputy Minister (ADM), Collections Sector, you will work to enhance LAC's standing as a nationally and internationally renowned centre of heritage documentary information.

LAC serves as the continuing memory of the federal government and its institutions and as the guardian of Canada's distant past and recent history. It is the fourth-largest library in the world and holds a rich collection assembled over the past 150 years, which includes over 20 million books, more than 250 linear kilometres of government and private textual records and 30 million photographic images... and much more!

Our Vision 2030 plan, revealed in 2022, now guides decision making, sets objectives to reach by 2030, prioritizes activities to perform and influences the organizational culture. Its guiding statement "*Discover. Connect. Understand.*" reflects our vision: to provide easy access to diverse and inclusive collections and to share them as widely as possible. Access to the collections in our care is at the heart of LAC's priorities and, in collaboration with other sectors of our institution, you will work to attain the goals of this plan.

As the new ADM, you will join us at an exciting time, as we continue to reinvent LAC on many fronts. Within the Collections Sector, you will lead operational strategies, plans and processes designed to deliver on our mandate to acquire, manage and make accessible Canada's diverse documentary heritage, including Indigenous, racialized and marginalized groups' heritage.

We are looking for an experienced, strategically oriented leader who upholds and promotes LAC's values. If you are an inspiring and innovative leader with a capacity to mobilize people, connect with partners and stakeholders and achieve results – we look forward to hearing about your interest.



Leslie Weir

Librarian and Archivist of Canada

Organization

Our mandate

LAC combines the holdings, services and staff of both the former National Library of Canada and the National Archives of Canada. As outlined in the Preamble to the [Library and Archives of Canada Act](#), LAC's mandate is as follows:

- to preserve the documentary heritage of Canada for the benefit of present and future generations
- to be a source of enduring knowledge accessible to all, contributing to the cultural, social and economic advancement of Canada as a free and democratic society
- to facilitate in Canada cooperation among communities involved in the acquisition, preservation and diffusion of knowledge
- to serve as the continuing memory of the Government of Canada (GC) and its institutions

Vision 2030: Four key elements

1) Inviting users to discover the collections

One of the clearest priorities to emerge from all of the groups that we consulted was the need to put people at the heart of what we do. By making our collections better known and more accessible, we inspire people of all ages to discover and understand Canada's history. By continuing to put people and partners first, we stay relevant.

2) Reflecting diverse voices

The consultations made it clear: LAC's collections have to reflect our diverse and inclusive society. By acquiring, describing and preserving collections that mirror Canadian experiences, cultures, communities and society, we foster a greater understanding of where we have come from and where we are going.

3) Engaging with the community, partnering with the world

Working with our partners, both in Canada and around the world, LAC develops and shares best practices and knowledge, with a focus on learning and development. Working closely with user communities and cultural organizations helps us to shape better services and contributes to a broader understanding of LAC.

4) Supporting our people, sustaining our heritage

The knowledge and experience of our staff are vital to understanding both our collections and our audience and to finding ways to connect them. Seeking a new way of working, we will always strive to build an environment that supports our staff, so they can do what they do best: engaging with our users and bringing the collections to life, both online and in person. This support includes strong governance and a core belief in accountability and transparency.

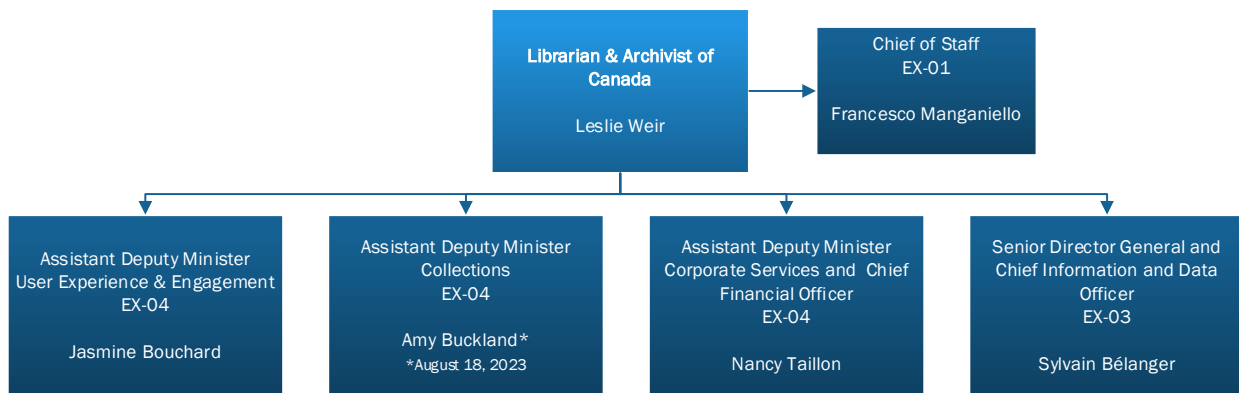
History

LAC is an organization totalling approximately 1000 employees, which falls under the responsibility of the Minister of Canadian Heritage. Our staff is made up of experts in archival and library science, as well as a variety of other professionals who are passionate about our country's history and motivated by the desire to keep it alive.

In 2004, Canada was one of the first countries in the world to combine its national library and its national archives. LAC arose from the vision of a new kind of knowledge organization, fully integrated between two disciplines and equipped to respond to the information demands of the 21st century.

In 2022, LAC continued to improve public access to the histories and stories preserved in the collections. The millions of documents and works contained there reflect the diversity of our past experiences and provide keys to deciphering our present-day ones.

LAC's Governance



Management Team (MT)

The Management Team is composed of LAC senior management members who represent the interests of the organization and provide a decision-making perspective within their respective areas of responsibility. They work closely together to set the strategic direction of LAC.

The MT's roles and responsibilities include the following:

- Set overall direction for LAC and endorse all decisions that modify standard operations or that affect internal or external relations.
- Define operational and administrative responsibilities for all sectors and monitor their performance.
- Approve the organization's framework policies.
- Set budgets and manage possible in-year realignments.
- Approve and monitor special projects.
- Approve major projects' risks, issues and complexity assessments, and approve change requests beyond Resources Planning and Management Committee project authority.
- Address all issues referred by one of the advisory committees reporting to the MT.

Committees

LAC relies on the support of various committees to ensure its governance. The committees provide representation from all key stakeholders within the organization and promote horizontal collaboration.

Here are some of the committees, along with a description of their roles:

- **Extended Management Team (EMT)**
The EMT ensures engagement and participation from LAC executives in discussions about critical intersectoral issues identified by the Management Team.
- **Resources Planning and Management Committee (RPMC)**
The RPMC ensures efficient management of LAC resources within government legislative and policy frameworks and promotes the sharing of information across sectors to support efficient decision making.
- **Ādisōke Steering Committee (ĀSC)**
Established as an advisory and decision-making committee, the ĀSC provides strategic and operational direction for the implementation of the LAC and Ottawa Public Library Joint Facility Project.
- **Enterprise Architecture Review Board (EARB)**
The EARB, as a decision-making body, provides a central point for a review, recommendation and approval process in support of an effective LAC enterprise and technical architecture.
- **Emergency Management and Security Committee (EMSC)**
The EMSC recommends and makes decisions on issues related to LAC's strategic security program and instruments, including the Security Policy, the LAC Security Plan (developed in accordance with the Policy on Government Security), Emergency Management, and the Directive on Security Management, which addresses eight security controls, including IT security.
- Departmental Performance Measurement and Program Evaluation Committee (DPMPEC)
- Operations and Oversight Committee (OOC)

Mandates of the Sectors of the Organization

Office of the Librarian and Archivist of Canada

Provides strategic direction, orientation and relationship building that ensures cohesion in implementation across the organization

Key functions:

- Create high-level strategies for engagement in coordination with LAC sectors
- Develop and nurture high-level relationships with Indigenous communities and organizations
- Develop relationships with national and international stakeholders and partners
- Act as LAC's primary point of contact with central agencies and various GC institutions for tactical positioning of LAC

- Liaise, manage issues and foster a close and productive relationship with the Department of Canadian Heritage and the portfolio agencies
- Provide a full range of administrative services for the Librarian and Archivist of Canada

User Experience and Engagement Sector

Makes known and understood the Canadian experience through LAC's collections

Key functions:

- Front-line information programs and services, products and outreach strategies for traditional, emerging or identified client groups (youth, education sector, new Canadians, etc.)
- Innovation in service delivery mechanisms
- Communications strategies, activities and products
- Digitization planning and partnerships
- Business and competitive intelligence gathering
- Exhibitions, public programming and marketing
- Strategic consultations and events
- Web and social media presence
- Strategic internal and external communications advice
- Media relations
- Translation, writing and editing
- Multimedia
- Public opinion research, strategic research, policy development
- Legislation review, legal and MOU coordination
- Contributions to support access to documentary heritage
- Indigenous matters

Collections Sector

Acquires and makes available collections that represent the Canadian experience

Key functions:

- Acquisition (analog and digital)
- Description/processing (analog and digital)
- Preservation (analog)
- Conservation
- Circulation
- Digitization
- Internal and GC-wide information management
- Access to information and privacy and LAC's response to litigation

Corporate Services and Chief Financial Officer Sector

Provides expertise, services and programs in a wide range of horizontal management areas

Key functions:

- Governance and accountability framework
- Corporate planning, performance and risk management

- Financial management
- Corporate procurement, contracting and material management
- Talent, workplace and labour relations management
- Integrated human resources and business management services
- Departmental security and emergency management
- Real property portfolio management and major infrastructure projects
- Program evaluation
- Project management

Digital Services and Chief Information and Data Officer

Improves customer, client and partner experiences through digital optimization, transformation and innovation

Key functions:

- Information technology (IT) business operations
- IT services
- IT enterprise architecture
- IT security and cybersecurity
- Management of classified IT networks and IT infrastructure
- Data management
- Business intelligence
- Relations with GC IM/IT communities
- Delivery of digital programs and services

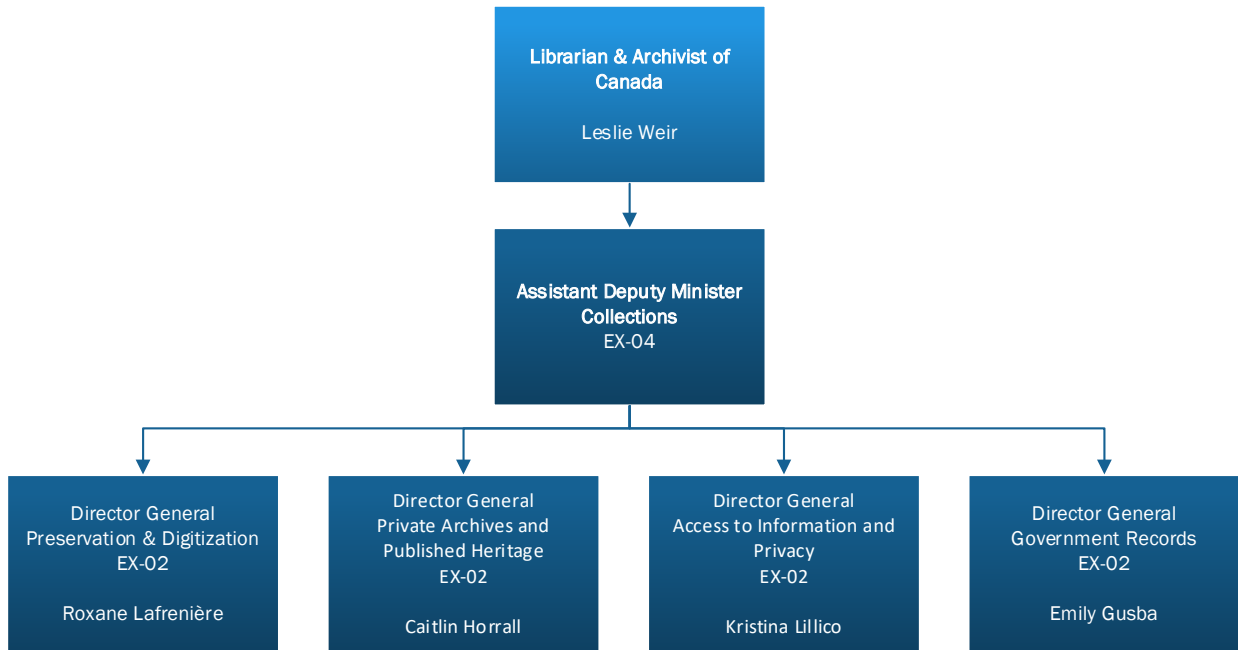
Overview of the Collections Sector

The Collections Sector is responsible for collecting and preserving the stories of both the people and the government of Canada. This newly reorganized team collects, preserves, describes, digitizes and helps make accessible an extensive collection (both analog and digital) documenting the history of the country. Everything from government reports to portraits of famous Canadians (by famous Canadians) can be found in our collection.

The Sector is currently working to

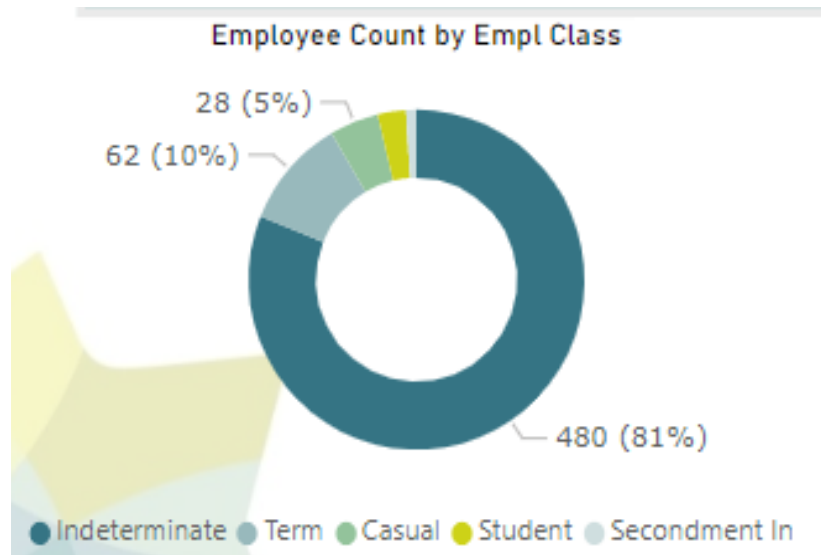
- diversify our collections to be truly representative of the people of Canada
- revolutionize how access to government records is handled
- build a robust digitization strategy
- support GC initiatives related to metadata and information management
- focus on reconciliation activities and removing barriers to our collection
- build stronger relationships with creators to support their work
- partner with the national and international cultural heritage community to share experiences and build new initiatives

Collections Sector's Governance



Budget

The Collections Sector consists of 592 full-time employees (FTEs) and is expected to continue growing this year in support of the upcoming ATIP class action litigation and review and resolution of complaints.



Source: MyGCHR, March 2, 2023

The Collections Sector is responsible for managing an overall budget of approximately 46 million dollars.

Sum of BUDGET Branch	02 Salary (Operating Vote)	10 O&M (Operating Vote)	15 O&M (Capital Vote)	Grand Total
M1 ADM COLLECTIONS BRANCH	781 034	143 159		924 193
M2 GOVERNMENT RECORDS BRANCH	8 338 895	1 227 110		8 466 005
M3 PRESERVATION BRANCH	10 191 544	3 578 290	558 229	14 328 063
M4 PRIV ARCHIV&PUB HERITAGE BRANCH	14 325 124	586 799		14 911 923
M5 ATIP & LITIGATION BRANCH	7 362 498			7 362 498
Grand Total	40 999 095	5 535 358	558 229	45 992 682

Role Description

Job title: Assistant Deputy Minister (ADM), Collections

Salary: \$174,802 to \$205,650

Position status: Indeterminate

Location: This position is located at LAC Headquarters in Gatineau, Quebec

As the ADM, Collections Sector, you will be responsible for the following:

- Provide executive leadership and management direction to the following branches: 1) Government Records, 2) Preservation and Digitization, 3) Private Archives and Published Heritage and 4) Access to Information and Privacy.
- Lead the development, implementation and continuous improvement of overarching operational strategies, plans and processes designed to enhance LAC's capacity to acquire and manage Canada's documentary heritage (including Indigenous, racialized and marginalized groups' heritage) and make it accessible to the greatest number of users throughout the country.
- Supervise the development of strategies, national policies, initiatives, procedures and systems for the design, implementation and continuous improvement of an integrated national document life-cycle framework that enables the collection and management of documents from multiple sources, in a hybrid analog/digital environment.
- Ensure the development of programs and services regarding content issues with specialized communities of interest, such as Indigenous communities and racialized and marginalized groups, and department-led research projects in support of litigation cases and Open Government initiatives.
- Exercise a corporate leadership role in LAC's internal information management, including the definition, development and implementation of business information systems and tools to capture and process information related to LAC's holdings. In collaboration with other government departments, explore approaches and tools to enhance the effectiveness of GC-wide policies and practices related to information management and recordkeeping.
- Lead the development and implementation of strategies, approaches and initiatives to optimize the technical conservation of analog documentary content by working in conjunction with other memory institutions to ensure that the required preservation materials and the related expertise are pooled together in a practical manner and made available across the country.
- Provide strategic advice and recommendations on proposed internal and external LAC policies.
- Contribute to the improvement of the integrated delivery of the institution's programs and services to enhance LAC's mandate as a national centre of heritage documentary information.

Specific Criteria

With a [degree](#) from a [recognized post-secondary institution](#) in a field related to the position, the successful candidate must demonstrate the following experience, knowledge and skills:



Experience

- Significant* experience at the executive level in leading the integrated delivery of an organization's programs and services in the field of archives, libraries or information management
- Significant* experience at the executive level in building working relationships and in negotiating partnerships within and outside an organization to support business objectives
- Experience in change management and/or the overview of an organizational reorganization
- Experience in managing significant financial** and complex human resources matters***

**Significant experience is defined as the depth, breadth and diversity of experience normally acquired through performing a broad range of various and complex activities.*

***Significant financial matters may include full delegation and being responsible for financial planning, budget allocation, resource management, forecasting and reporting.*

****Complex human resources matters may include supervising staff; establishing vision, priorities, work plans or performance objectives; and conducting performance assessments and providing feedback.*



Knowledge

- Knowledge of current and emerging library and archival issues and trends
- Knowledge of emerging Government of Canada priorities and their impact on Library and Archives Canada



Competencies

Demonstration, at the ADM level, of the following [key leadership competencies](#):

- Create vision and strategy
- Mobilize people
- Uphold integrity and respect
- Collaborate with partners and stakeholders
- Promote innovation and guide change
- Achieve results

Selection Process Details and How to Apply

In order to submit your application, you are invited to go to [GC jobs](#) and submit your application via our job posting at [Assistant Deputy Minister, Collections Sector \(cfp-psc.gc.ca\)](#).

Applications submitted in any other format will not be accepted. If you are unable to apply online or require accommodation for any reason, you may contact the Human Resources team at LAC at staffing-dotation@bac-lac.gc.ca.

You are invited to prepare and submit a cover letter of a maximum of three (3) pages or approximately 1500 words. You should demonstrate how your experiences and knowledge directly respond to the key elements required for this role. You should also share how those experiences would guide you in the ADM, Collections role and responsibilities. Please demonstrate how they would support you in your ability to lead some of LAC's initiatives, programs, vision and mandate as the new ADM, Collections (create a vision and strategy).

We strongly encourage you to speak to all the criteria you meet (including asset qualifications) as they may be assessed for selection purposes. Failure to provide this information could result in your application being screened out. Resumes will be used as a secondary source to validate experience.

