

**From:** [Robert, Denis](#)  
**Sent:** July 14, 2020 10:33 AM  
**To:** [Golden, Danielle](#)  
**Cc:** [Goff, Tyler](#); [Meredith, Anik](#)  
**Subject:** ATIP Office - implementation of measures related to operations, employee support and wellness during the Covid pandemic

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UNCLASSIFIED / NON CLASSIFIÉ

Hi Danielle,

As you requested, please find below the measures that were implemented by managers within the TB ATIP office in support of employee wellness and operational functions - since the onset of Covid and the initiation of the TBS Business Continuity Plan:

- **Implement Daily Check-In Calls** (or every 2<sup>nd</sup> day) with each team member to let the know that we were here and available to support employees in any way we could. These call also provided an opportunity for managers to discuss file assignments with employees
  - In light off the limited access to the TBS network, work assignments were initially provided verbally and follow-ups on files were regularly done to ensure as much was being done to move files forward
  - Slack application was also used to share work assignment (unclassified) and for non-sensitive team discussions throughout the pandemic – until network access resumed – now using MS Teams chat and videoconferencing functions
  - Kept employees apprised of on-going satiation and what senior management were doing to support staff
- **Workload management** (not business as usual)
  - Although very challenging, managers continue to do their best under the circumstances to ensure that employees have the tools and resources they need to continue to do their job
  - Constant acknowledgement on the work and effort that employees put in to adapt to the new situation
  - Managers remained flexible on work hours – in consideration to family related responsibilities and work-life balance
- **Learning and Development**
  - Employees were asked to consult and read-up on ATIP related documentation (reading and development)
  - Once access to online courses became available via CSS, employees were encouraged to take up any online course that could help with career development
- **Employee wellness:** Daily – bi-weekly wellness messages sent to staff
  - The ATIP office staff started sending regular wellness emails to all employees help deal with anxiety and stress (wellness and mindfulness messages)
  - Encouraging ways to keep their bodies and minds healthy, like eating good food, taking pause and getting physical activity
- **Access to mental health support** (EAP personal and one-on-one coaching)
  - EAP contact information was shared during all-staff meetings and staff were encouraged to reach out to their services if they felt they needed to talk with someone

- A formal contract was launched to provide employees with access to one-on-one coaching to help with mental health at the workplace and work-life balance (contract resource is also being shared with the TBSC unit) expected to launch in September

Anik, Tyler and I remain available to discuss should you have any questions or concerns with the above.

Many thanks. – Denis

**From:** Robert, Denis  
**Sent:** September 3, 2020 3:45 PM  
**To:** Golden, Danielle  
**Cc:** Meredith, Anik  
**Subject:** FW: Org Chart: juin et juillet pour conversation de 1 Sept 2020  
**Attachments:** Salary Forecast worksheet 2020-2021 v3.xls

Hi Danielle,

Please see attached updated salary budget spreadsheet for fiscal year 2020-21.

I've made a few minor adjustments based on updated data M-C provided below.

Note that I have projected the additional PM-06 for 4 months in FC 420103

I remain available should you wish to discuss or have any questions.

Many thanks. – Denis

**From:** Clouston, Marie-Chantale <Marie-Chantale.Clouston@tbs-sct.gc.ca>  
**Sent:** September 3, 2020 2:42 PM  
**To:** Robert, Denis <Denis.Robert@tbs-sct.gc.ca>  
**Cc:** Golden, Danielle <Danielle.Golden@tbs-sct.gc.ca>; Meredith, Anik <Anik.Meredith@tbs-sct.gc.ca>  
**Subject:** RE: Org Chart: juin et juillet pour conversation de 1 Sept 2020

Bonjour Denis,

Voici :

420103 (Danielle Golden - Bill-C58)				
Position Number & Level	Staffing Mechanism	Candidate's name	Planned start date	Comments
PM-06 - 348697	TBD	TBD	December 1, 2020	
CR-04 - 42020204	TBD	Carter Matthews	October 20, 2020	
420202 (Danielle Golden - ATIP)				
Group & Level - Position Number (SAP)	Staffing Mechanism	Candidate's name	Planned start date	Comments
EX-01 - 217035	App from pool	Natalie Acres	September 14, 2020	
FSWEP - 42020201	FSWEP	Olivia Garnette	Jan 1, 2021 to March 31, 2021	15 hours / week
FSWEP - 42020203	FSWEP	Vanessa Racine	Jan 1, 2021 to March 31, 2021	15 hours / week
PM-01 - 5518	Bridging	Anika Garg	October 1, 2020	Policy
PM-05	Acting extension	Louise Marasco	November 1, 2020	To replace Tyler OK: Salary forecasted planned for Tyler Goff
CR-04 - 42020205	TBD	TBD	October	Need to create position
PM-02 - 326092	App from pool	TBD	January 4, 2021	Process to be launch in September
PM-03 - 42020202	App from pool	TBD	January 4, 2021	Process to be launch in September
PM-04 - 347738	App from pool	TBD	January 4, 2021	Process to be launch in September

**Marie-Chantale Clouston**  
613-371-3665

**From:** Robert, Denis <Denis.Robert@tbs-sct.gc.ca>  
**Sent:** Tuesday, September 1, 2020 2:29 PM  
**To:** Clouston, Marie-Chantale <Marie-Chantale.Clouston@tbs-sct.gc.ca>  
**Cc:** Golden, Danielle <Danielle.Golden@tbs-sct.gc.ca>; Meredith, Anik <Anik.Meredith@tbs-sct.gc.ca>  
**Subject:** RE: Org Chart: juin et juillet pour conversation de 1 Sept 2020  
**Importance:** High

Salut Marie-Chantale,

Pourrais-tu me fournir une copie du document que tu as projeté sur ton écran ce matin pendant notre réunion sur les budgets ?

Merci - Denis

**From:** Clouston, Marie-Chantale <Marie-Chantale.Clouston@tbs-sct.gc.ca>  
**Sent:** September 1, 2020 9:56 AM  
**To:** Golden, Danielle <Danielle.Golden@tbs-sct.gc.ca>; Roussel Legros, Marie-Pier <Marie-Pier.RousselLegros@tbs-sct.gc.ca>; Meredith, Anik <Anik.Meredith@tbs-sct.gc.ca>; Robert, Denis <Denis.Robert@tbs-sct.gc.ca>; Nandy, Janhabi <Janhabi.Nandy@tbs-sct.gc.ca>; Marasco, Louise <Louise.Marasco@tbs-sct.gc.ca>; Goff, Tyler <Tyler.Goff@tbs-sct.gc.ca>  
**Subject:** RE: Org Chart: juin et juillet pour conversation de 1 Sept 2020

Voici les organigrammes plus à jour

**Marie-Chantale Clouston**  
613-371-3665

**From:** Golden, Danielle <Danielle.Golden@tbs-sct.gc.ca>  
**Sent:** Tuesday, September 1, 2020 9:51 AM  
**To:** Clouston, Marie-Chantale <Marie-Chantale.Clouston@tbs-sct.gc.ca>; Roussel Legros, Marie-Pier <Marie-Pier.RousselLegros@tbs-sct.gc.ca>; Meredith, Anik <Anik.Meredith@tbs-sct.gc.ca>; Robert, Denis <Denis.Robert@tbs-sct.gc.ca>; Nandy, Janhabi <Janhabi.Nandy@tbs-sct.gc.ca>; Marasco, Louise <Louise.Marasco@tbs-sct.gc.ca>; Goff, Tyler <Tyler.Goff@tbs-sct.gc.ca>  
**Subject:** FW: Org Chart: juin et juillet pour conversation de 1 Sept 2020

Bonjour Marie-Chantal et Marie-Pier, pour notre rencontre ce matin, est ce que les org chart du 2 juin son les plus ajours? (Apart de celui à Denis (Privacy policy – « proposed » ci-joint) )

Merci

Danielle

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**From:** Clouston, Marie-Chantale <[Marie-Chantale.Clouston@tbs-sct.gc.ca](mailto:Marie-Chantale.Clouston@tbs-sct.gc.ca)>  
**Sent:** June 2, 2020 10:28 AM  
**To:** Golden, Danielle <[Danielle.Golden@tbs-sct.gc.ca](mailto:Danielle.Golden@tbs-sct.gc.ca)>; Robert, Denis <[Denis.Robert@tbs-sct.gc.ca](mailto:Denis.Robert@tbs-sct.gc.ca)>  
**Cc:** Roussel Legros, Marie-Pier <[Marie-Pier.RousselLegros@tbs-sct.gc.ca](mailto:Marie-Pier.RousselLegros@tbs-sct.gc.ca)>  
**Subject:** Org Chart

Bonjour,

Tel que discuté, voici vos organigrammes à jour.

Merci

**Marie-Chantale Clouston**  
Manager Sector Operations - Human Resources, Strategic Communications and Ministerial Affairs  
Treasury Board of Canada Secretariat / Government of Canada  
[Marie-Chantale.Clouston@tbs-sct.gc.ca](mailto:Marie-Chantale.Clouston@tbs-sct.gc.ca) / Tel: 613-371-3665

Gestionnaire des opérations du secteur - Ressources humaines, Communications stratégiques et affaires ministérielles  
Secrétariat du Conseil du Trésor du Canada / Gouvernement du Canada  
[Marie-Chantale.Clouston@tbs-sct.gc.ca](mailto:Marie-Chantale.Clouston@tbs-sct.gc.ca) / Tél: 613-371-3665

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PROTECTED A / PROTÉGÉ A

ATIP ANNUAL SALARY FORECAST 2020-2021

Executive	Name	Level	Annual Salary	Monthly salary (incl. Bilingual bonus)	Number of Months on strength	Forecasted Salary
	Vacant - EX-01 Application from Pool	EX-01			6.5	
<b>Intake</b>	<b>Name</b>	<b>Level</b>	<b>Annual Salary</b>	<b>Monthly salary (incl. Bilingual bonus)</b>	<b>Number of Months on strength</b>	<b>Salary forecast</b>
	Tyler Goff	PM-05			4	
	Louise Marasco - Acting	PM-05			7	
	Johanne Seguin	PM-03			12	
	Alyssa Hogue	PM-02			12	
	Gisele Laberge	PM-01			12	
	Vanessa Racine-Summer Full Time	Student			4	
	Vanessa Racine-Part Time (15 Hours)	Student			8	
	Olivia Garnette-Summer Full Time	Student			4	
	Olivia Garnette-Part Time (15 Hours)	Student			8	
<b>Operations</b>	<b>Name</b>	<b>Level</b>	<b>Annual Salary</b>	<b>Monthly salary (incl. Bilingual bonus)</b>	<b>Number of Months on strength</b>	<b>Salary forecast</b>
	Anik Meredith	PM-06			12	
	Kevin Adamsons	PM-05			12	
	Annie Croteau	PM-05			12	
	Louise Marasco	PM-04			5	
	Jo-Ann MacDonald	PM-04			12	
	Lise Lacroix	PM-03			10	
	Sarah Haley	PM-03			7	
	Lise Lacroix	PM-02			2	
	Catarina Melo	PM-02			12	
	Sarah Haley-Summer Full Time	Student			4	
	Sarah Haley - Part Time (15 Hours)	Student			1	
<b>Policy</b>	<b>Name</b>	<b>Level</b>	<b>Annual Salary</b>	<b>Monthly salary (incl. Bilingual bonus)</b>	<b>Number of Months on strength</b>	<b>Salary forecast</b>
	Denis Robert	PM-06			12	
	Miranda Li	PM-05			12	
	Yvette Lubrun	PM-04			12	
	Sukhpreet Singh	PM-02			12	
	Anika Garg	PM-01			6	
	Anika Garg - Casual	PM-01			6	

Planned Staffing

Name	Level	Annual Salary	Monthly salary (incl. Bilingual bonus)	Number of Months on strength	Salary forecast
Applicant from Pool - TBD	PM-04			3	
Applicant from Pool - TBD	PM-03			3	
Applicant from Pool - TBD	PM-02			3	
TBD	CR-04			6	

TOTALS AND BALANCES

Total Salary Forecast (Actual)	\$1,374,192.13
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C-58 Team ANNUAL SALARY FORECAST 2020-2021

Executive	Name	Level	Annual Salary	Monthly salary (incl. Bilingual bonus)	Number of Months on strength	Forecasted Salary
	Danielle Golden	EX-01			12	
	Tyler Goff- Acting	PM-06			8	
	PM-06 (staffing process - December 2020) - TBD	PM-06			4	
	Myrna Teske	PM-05			12	
	Roger Martineau (Originally forecasted for 12 months)	PM-05			5	
	Mandy Elms	PM-02			12	
	Carter Matthews - Acting	PM-01			8.5	
	Carter Matthews	CR-04			3.5	
	IS03 Anticipatory - Greg Bell?	IS-03			7	
	PM-05 (Applicant from process - TBD)	PM-05			3	

TOTALS AND BALANCES

Total Salary Forecast (Actual) **\$468,302.21**

Total Planned (Anticipated - Not included in forecasted amount above) **\$64,082.00**

**From:** [Robert, Denis](#)  
**Sent:** September 22, 2020 3:20 PM  
**To:** [Acres, Natalie](#)  
**Subject:** Org structure - Privacy Policy unit

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As requested:

**Denis Robert** – Manager (PM-06)

- **Vacant** (PM-05/PM-04) – to be discussed – I believe currently part of our staffing plan and salary forecasts
- **Miranda Li** (PM-05) Senior Advisor
  - Miranda have been with us for close to 4 years (appointed PM-05 about 2 years ago)
- **Yvette Lubrun** (PM-04) Senior Analyst
  - Yvette is just starting an acting PM-05 for **4 months – as of next week**
- **Sukhpreet Singh** (PM-02) Analyst
  - Recruited from \_\_\_\_\_ - appointed indeterminate January 2020
- **Anika Garg** (PM-01) – Currently on casual contract - indeterminate as of **September 24**
  - Anika worked with us as a student and I carried her over the Summer as a Casual
  - Anika is officially bridged as an indeterminate employee as of September 24<sup>th</sup>

FYI - I'm trying to set-up a formal reporting structure with **Sukhpreet reporting to Yvette**

Keep you posted ! Hope this helps

Denis

**From:** [Robert, Denis](#)  
**Sent:** September 11, 2020 11:17 AM  
**To:** [Lubrun, Yvette](#)  
**Cc:** [Meredith, Anik](#); [Croteau, Annie](#)  
**Subject:** RE: Anticipatory PM-02/PM-03/PM-04: game plan

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Merci Yvette – workplan looks tight. Perhaps once you and Annie have a better idea on way forward, I would like to see proposed time lines for anticipated launch.

Please keep us posted as the staffing file moves forward and/or if you require my or Anik's input at any stage of the process (i.e., engagement with HR, correlation with existing staffing plan, etc.)

Happy to discuss. - Denis

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**From:** Lubrun, Yvette <Yvette.Lubrun@tbs-sct.gc.ca>  
**Sent:** September 11, 2020 11:11 AM  
**To:** Croteau, Annie <Annie.Croteau@tbs-sct.gc.ca>  
**Cc:** Meredith, Anik <Anik.Meredith@tbs-sct.gc.ca>; Robert, Denis <Denis.Robert@tbs-sct.gc.ca>  
**Subject:** Anticipatory PM-02/PM-03/PM-04: game plan

Bon matin Annie,

J'ai eu ma confirmation de Denis que tout les postes – incluant ceux pour privacy - vont être interne a TBS!

J'ai mis quelques notes ensemble de ce que je comprends est nécessaire pour ce project, juste pour que ce soit clair dans ma tête, que je partage avec toi ci-bas (en anglais, desole!).

Let's touch base next week, before we meet with HR.

Bonne fin de semaine!

/y

#### **Purpose of selection process**

- to fill anticipatory positions within TBS ATIP operational and privacy environments, in various language requirements (BBB, CBC, English essential)

#### **Available Options**

1. Operations stream & Privacy stream **or**
2. One selection process, but with an "or", ie: for essentials: have experience in interpreting legislation or have experience with privacy policy files

Note: we should be mindful that not a lot of people will have a lot of experience in ATIP

#### **What we need to do**

##### **Establish SoMCs: Set up skeleton of essentials & assets**



- List abilities, knowledge and experience for SoMCs: note for PM-02 & 03, bachelor degree isn't necessary as an asset

### **Items required for the process**

Need an evaluation tool:

- will have to be broken down for both streams, built along the SoMCs criteria

Set up a screening board

- devise assessment form, issue written exam, check references, come up with interview questions

Figure out how long will poster be up and where it should be:

- Jobs.gc.ca, [infosite](#)/TBS in brief?: HR to confirm

### **Points to bear in mind**

- Ensure that the criteria we add to SoMCs are measurable, ie: can be evaluated via exam or interview (especially around abilities: ex: to be able communicate effectively in writing and orally can be evaluated by written exam and in an interview)
- Remember there are transferable skills: interpretation of policy and legislation can be learned in different areas of TBS, potential applicants can learn PA & ATIA.
- Don't make it too ATIP-specific: don't ask for APCM experience when that can be taught

**From:** [Robert, Denis](#)  
**Sent:** September 3, 2020 8:48 AM  
**To:** [Meredith, Anik](#); [Marasco, Louise](#)  
**Subject:** RE: Bilat - Danielle/Janhabi: HR/FIN and IT issues update  
**Attachments:** Salary Forecast worksheet 2020-2021 v3.xls; 07. Key Statistics on ATI - TBS (draft).docx

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Salut Anik and Louise,

Please find attached both the updated Salary Forecast spreadsheet and updated Privacy Policy data in the stats document.

I believe, based on Danielle's ask that the last piece of data that is missing is the number of BNs reviewed re: C-58.

Let me know if you have any questions.

Happy to discuss. – Denis

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**From:** Golden, Danielle <Danielle.Golden@tbs-sct.gc.ca>  
**Sent:** September 2, 2020 3:10 PM  
**To:** Meredith, Anik <Anik.Meredith@tbs-sct.gc.ca>; Robert, Denis <Denis.Robert@tbs-sct.gc.ca>; Marasco, Louise <Louise.Marasco@tbs-sct.gc.ca>  
**Subject:** FW: Bilat - Danielle/Janhabi: HR/FIN and IT issues update  
**Importance:** High

I shared the three (HR/FIN) documents with Janhabi for my bilat today, and mentioned we were updating them, and should have something for her for our Friday bilat. Let me know if I have the wrong person identified as lead for the document updates.

ATIP pressures, I mentioned we were working on adding the following 3 updates:

- a short para on COVID and IT issues ([Louise](#)) – find attached the summary provided to Caro and Janhabi that also needs to be updated (summarised) to go back to Janhabi for her conversation w Paul's team...
- update on Ops from 70,000 active pages to x, and x backlogs-late) ([Anik with help from Intake or student](#))
- Para on production of records and impact on team (4 senior analysts for review of 800 pages working 12-18 hour days – with no work completed on business and program requirements...). ([Anik with help from either Myrna or Kevin](#))

Key stats: to validate from June update ([not sure if anyone has taken the lead – opportunity for a team lead or staff member from any team to work with Denis and Louise](#), and remove the 2014 colum and add a privacy advice and PIA component to it? also add the end of fiscal yr stats on C-58: travel and hosp, list of BN... the summary stats from the key highlights for AR is the ideal place to get these stats.

Salary forecast document ([Sukhpreet and Denis](#)):

- Re-alignment in accordance with HR/Fin meeting and documents (both planned staffing and ppl being paid in fund centre identified in appropriate fund centre).

Let me know if anyone needs any additional info with the above and we can set up a quick or a few quick teams meetings.

s.16(2)(c)

Merci

Danielle

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**From:** Golden, Danielle  
**Sent:** September 2, 2020 1:25 PM  
**To:** Nandy, Janhabi <[Janhabi.Nandy@tbs-sct.gc.ca](mailto:Janhabi.Nandy@tbs-sct.gc.ca)>  
**Subject:** RE: Bilat - Danielle/Janhabi

Attached is the draft salary forecast worksheet the team has been working on, along with the June business case we are updating 😊 hoping to have something for you by end of week.

-----Original Appointment-----

**From:** Nandy, Janhabi <[Janhabi.Nandy@tbs-sct.gc.ca](mailto:Janhabi.Nandy@tbs-sct.gc.ca)>  
**Sent:** September 1, 2020 1:43 PM  
**To:** Nandy, Janhabi; Golden, Danielle  
**Subject:** Bilat - Danielle/Janhabi  
**When:** September 2, 2020 2:00 PM-2:30 PM (UTC-05:00) Eastern Time (US & Canada).  
**Where:** Microsoft Teams Meeting

Budget discussion

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### [Join Microsoft Teams Meeting](#)

[+1 343-803-0870](#) Canada, Ottawa (Toll)

Conference ID:

[Local numbers](#) | [Reset PIN](#) | [Learn more about Teams](#) | [Meeting options](#)

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## Key Statistics on Access to Information and Privacy: TBS as a Department

	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21
<b>Types of Requests Received</b>						
<i>Access to Information Act</i>	503	534	574 34% increase/3 years	564	380	146
ATI Consultations Received from Other Government Departments	204	200	237	301	381	39
Informal ATI Received	54	281	357 561% increase/3 years	232	213	41
<i>Privacy Act</i>	129	97	93	77	87	24
Privacy Consultations received from other government departments	16	6	9	4	7	0
<b>Number of Requests Completed On-time*</b>						
<i>Access to Information Act</i>	464 (95%)	523 (96%)	557 (93%)	518 (97%)	381 (90.7%)	46 (93.88%)
<i>Privacy Act</i>	116 (87%)	107 (96%)	91 (98%)	76 (95%)	87 (98.9%)	15 (88.24%)
<b>Volume of Information Processed</b>						
Number of Pages Reviewed under the <i>ATI Act</i>	39,310	57,046	75,958 118% increase/3 years	46,241	15,039,174	4,705
Number of Pages Released under the <i>ATI Act</i>	23,986	32,085	49,753	33,125	21,533	1,982
Number of Pages Reviewed under the <i>Privacy Act</i>	6,706	6,112	5,089 48% increase/3 years	10,165	4,433	1,220
Number of Pages Released under the <i>Privacy Act</i>	5,744	3,824	4,054	8,842	3,874	710
<b>Complex files with over 100 pages processed</b>						
<i>Access to Information Act</i>	20,102 (44)	26,922 (82)	44,975 (116) Pages: 108% increase/3 years Files: 81% increase/3 years	28,140 (77)	16,966 (74)	3,671 (14)
<i>Privacy Act</i>	5,237 (13)	3,237 (12)	3,389 (16) Pages: 8% increase/3 years Files: 129% increase/3 years	17,971 (9)	3,513 (13)	1,141 (4)
<b>Number of Complaints</b>						
<i>Access to Information Act</i>	15	18	17	19	16	0
<i>Privacy Act</i>	18	12	3	2	2	0
<b>Privacy Policy</b>						
<i>Privacy Advice files</i>	76	196	267	304	311	78
<i>Active PIAs</i>	6	8	8	12	11	11
<i>Travel and Hospitality claims review</i>	N/A	N/A	204	356	277	22
C-58						
<i>Briefing Note titles reviewed</i>						

\*On time means within the initial statutory deadline of 30 days or within an extension period provided for in the Acts. At TBS, over the last 5 years, an average of 54% of ATI requests were responded to within 30 days.

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PROTECTED A / PROTÉGÉ A

### ATIP ANNUAL SALARY FORECAST 2020-2021

Executive	Name	Level	Annual Salary	Monthly salary (incl. Bilingual bonus)	Number of Months on strength	Forecasted Salary
	Vacant - EX-01 Application from Pool	EX-01			6.5	
<b>Intake</b>	<b>Name</b>	<b>Level</b>	<b>Annual Salary</b>	<b>Monthly salary (incl. Bilingual bonus)</b>	<b>Number of Months on strength</b>	<b>Salary forecast</b>
	Tyler Goff	PM-05			4	
	Louise Marasco - Acting	PM-05			7	
	Johanne Seguin	PM-03			12	
	Alyssa Hogue	PM-02			12	
	Gisele Laberge	PM-01			12	
	Vanessa Racine-Summer Full Time	Student			4	
	Vanessa Racine-Part Time (15 Hours)	Student			8	
	Olivia Garnette-Summer Full Time	Student			4	
	Olivia Garnette-Part Time (15 Hours)	Student			8	
<b>Operations</b>	<b>Name</b>	<b>Level</b>	<b>Annual Salary</b>	<b>Monthly salary (incl. Bilingual bonus)</b>	<b>Number of Months on strength</b>	<b>Salary forecast</b>
	Anik Meredith	PM-06			12	
	Kevin Adamsons	PM-05			12	
	Annie Croteau	PM-05			12	
	Louise Marasco	PM-04			5	
	Jo-Ann MacDonald	PM-04			12	
	Lise Lacroix	PM-03			10	
	Sarah Haley	PM-03			7	
	Lise Lacroix	PM-02			2	
	Catarina Melo	PM-02			12	
	Sarah Haley-Summer Full Time	Student			4	
	Sarah Haley - Part Time (15 Hours)	Student			1	
<b>Policy</b>	<b>Name</b>	<b>Level</b>	<b>Annual Salary</b>	<b>Monthly salary (incl. Bilingual bonus)</b>	<b>Number of Months on strength</b>	<b>Salary forecast</b>
	Denis Robert	PM-06			12	
	Miranda Li	PM-05			12	
	Yvette Lubrun	PM-04			12	
	Sukhpreet Singh	PM-02			12	
	Anika Garg	PM-01			6	
	Anika Garg - Casual	PM-01			6	

#### Planned Staffing

Name	Level	Annual Salary	Monthly salary (incl. Bilingual bonus)	Number of Months on strength	Salary forecast
Applicant from Pool - TBD	PM-04			3	
Applicant from Pool - TBD	PM-03			3	
Applicant from Pool - TBD	PM-02			3	
TBD	CR-04			6	

#### TOTALS AND BALANCES

Total Salary Forecast (Actual) **\$1,374,192.13**

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### C-58 Team ANNUAL SALARY FORECAST 2020-2021

Executive	Name	Level	Annual Salary	Monthly salary (incl. Bilingual bonus)	Number of Months on strength	Forecasted Salary
	Danielle Golden	EX-01			12	
	Tyler Goff- Acting	PM-06			8	
	PM-06 (staffing process - December 2020) - TBD	PM-06			4	
	Myrna Teske	PM-05			12	
	Roger Martineau (Originally forecasted for 12 months)	PM-05			5	
	Mandy Elms	PM-02			12	
	Carter Matthews - Acting	PM-01			8.5	
	Carter Matthews	CR-04			3.5	
	IS03 Anticipatory - Greg Bell?	IS-03			7	
	PM-05 (Applicant from process - TBD)	PM-05			3	

TOTALS AND BALANCES

Total Salary Forecast (Actual) **\$468,302.21**

Total Planned (Anticipated - Not included in forecasted amount above) **\$64,082.00**

**From:** [Robert, Denis](#)  
**Sent:** October 9, 2020 11:16 AM  
**To:** [Acres, Natalie](#)  
**Cc:** [Golden, Danielle](#); [Meredith, Anik](#); [Goff, Tyler](#)  
**Subject:** RE: GC Connex Poster  
**Attachments:** PM-04 & PM-05 - 109038(9) - ATIP - Poster\_.docx; ATIP PM-4 and PM-5 Privacy Policy - Assessment tools.xlsx; SOMC - PM-05 - Senior ATIP Advisor - BIL.DOCX; SOMC - PM-04 - Senior ATIP Analyst - BIL.DOCX; Assignment opportunity - ATIP Privacy Policy Unit / Opportunité d'affectation au sein de l'Unité de la politique de protection des renseignements personnels - Bureau de l'AIPRP

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UNCLASSIFIED / NON CLASSIFIÉ

Hi Natalie,

Here are a few documents (poster, SoMC, etc.) of a previous processed we ran that could be useful in drafting a GCConnex poster. I included assessment grids that we used to assess applicants. 😊

I've also attached an **assignment opportunity email** that I sent to SCMA staff last October to illicit interest in joining my small but mighty privacy team. It was a fun little email and I received a number of positive comments on the approach we took.

Perhaps we can do a hybrid GCConnex poster using some of the above elements? Thoughts?

Happy to discuss. - Denis

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**From:** Acres, Natalie <Natalie.Acres@tbs-sct.gc.ca>  
**Sent:** October 9, 2020 10:20 AM  
**To:** Robert, Denis <Denis.Robert@tbs-sct.gc.ca>; Meredith, Anik <Anik.Meredith@tbs-sct.gc.ca>; Goff, Tyler <Tyler.Goff@tbs-sct.gc.ca>  
**Cc:** Golden, Danielle <Danielle.Golden@tbs-sct.gc.ca>  
**Subject:** GC Connex Poster

UNCLASSIFIED / NON CLASSIFIÉ

Hi Denis, Anik and Tyler,

I would like to post something rather generic on GC Connex looking for senior ATIP employees (PM-04/5 level) to join our organization. Experience in reviewing complex requests and Privacy Policy experience would be considered an asset. We have received approval to staff 2 senior level positions so I have reached out to a few contacts but think that we should also explore GC Connex as well. We can discuss more at our Mgt meeting and Danielle and I can walk through what staffing actions were approved.

Do we have any posters from the past that we can simply post again?

Natalie Acres  
Director, ATIP/ Directrice, AIPRP

Strategic Communications and Ministerial Affairs / Communications stratégiques et affaires ministérielles  
Treasury Board of Canada Secretariat / Secrétariat du Conseil du Trésor  
[Natalie.Acres@tbs-sct.gc.ca](mailto:Natalie.Acres@tbs-sct.gc.ca) / Tel: 343-572-5215



**From:** [Robert, Denis](#)  
**Sent:** October 31, 2019 2:26 PM  
**To:** [\\*\\*TBS-SCT\\_SCMA/CSAM](#)  
**Cc:** [Golden, Danielle](#)  
**Subject:** Assignment opportunity - ATIP Privacy Policy Unit / Opportunité d'affectation au sein de l'Unité de la politique de protection des renseignements personnels - Bureau de l'AIPRP

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*Le français suit*

### **The ATIP Office is looking for a Senior Analyst to join our privacy policy team for a 1-year assignment!**

Is privacy important to you? Do you have strong analytical and communication skills that you would like to showcase in the development and delivery of advice and guidance to sectors across TBS? Are you a team player who enjoys sharing your knowledge and learning from others in a fun and collaborative environment?

The ATIP Office is looking for an enthusiastic and motivated individual to join our privacy policy team as a senior analyst for a one-year assignment at the PM-04 level (or equivalent). PM-05 level (or equivalent) may also be considered depending on your professional background.

The Privacy Policy Unit is responsible for supporting TBS program officials in reviewing their activities and initiatives for compliance with the *Privacy Act*, *Privacy Regulations* and related policies and directives. We provide advice and outreach to programs regarding the collection, use, disclosure, retention, and disposition of personal information.

In this role, you will have an opportunity expand your skill set by diving head first into the world of privacy policy that includes protection of personal information, privacy notices, privacy impact assessments, breach management and much more. Our team is client service-oriented and our priority is to provide sound privacy advice to sectors. We also have jelly beans and chocolates.

If you are interested, please send me your CV by **November 12** and tell me a bit more about:

- Your experience in policy interpretation, program compliance assessment and/or project management
- Your experience in providing advice and recommendations to clients
- What privacy means to you and in the context of Government of Canada programs and services

If you would like to learn more about our work or meet our team, you are always welcome to visit us on the 3<sup>rd</sup> floor (90 Elgin).

Many thanks. – Denis

\*\*\*\*

## **Le bureau de l'AIPRP est à la recherche d'un analyste principal pour se joindre à notre équipe en politique de vie privée pour une affectation d'un an !**

La vie privée est-elle importante pour vous? Avez-vous de solides compétences en analyse et en communication que vous aimeriez mettre en valeur dans l'élaboration et la fourniture de conseils et d'orientations aux secteurs du SCT? Êtes-vous un joueur d'équipe qui aime partager ses connaissances et apprendre des autres dans un environnement amusant et collaboratif?

Le bureau de l'AIPRP recherche un candidat enthousiaste et motivé pour se joindre à l'équipe de la politique de protection des renseignements personnels en tant qu'analyste principal pour une affectation d'un an au niveau PM-04 (ou équivalent). Le niveau PM-05 (ou équivalent) pourrait également être envisagé en fonction de votre expérience professionnelle.

L'Unité de la politique de protection des renseignements personnels est chargée d'aider les responsables du programme du SCT à examiner leurs activités et leurs initiatives afin de se conformer à la Loi sur la protection des renseignements personnels, au Règlement sur la protection des renseignements personnels et aux politiques et directives connexes. Nous fournissons des conseils et entreprenons des activités de sensibilisation pour soutenir les programmes concernés par la collecte, l'utilisation, la divulgation, la conservation et la disposition des informations personnelles.

Dans ce rôle, vous aurez l'occasion d'élargir vos compétences en plongeant la tête première dans le monde de politiques en vie privée, qui inclut la protection des renseignements personnels, les avis de confidentialité, les évaluations des facteurs relatifs à la vie privée, la gestion des atteintes à la vie privée, etc. Notre équipe est axée sur le service à la clientèle et notre priorité est de fournir des conseils judicieux en matière de confidentialité aux secteurs. Nous avons aussi des bonbons et des chocolats.

Si vous êtes intéressé, envoyez-moi votre CV avant le **12 novembre** et dites-moi un peu plus sur :

- Votre expérience en interprétation de politiques, évaluation de la conformité du programme et / ou gestion de projet
- Votre expérience en matière de conseils et de recommandations aux clients
- Qu'est-ce que la vie privée signifie pour vous et dans le contexte des programmes et services du gouvernement du Canada

Si vous souhaitez en savoir plus sur notre travail, si vous souhaitez rencontrer notre équipe ou si vous avez des questions, n'hésitez pas à vous rendre au 3e étage (90 Elgin).

Merci - Denis

Denis Robert

Manager, Access to Information and Privacy Office, Strategic Communications and Ministerial Affairs  
Treasury Board of Canada Secretariat / Government of Canada  
[Denis.Robert@tbs-sct.gc.ca](mailto:Denis.Robert@tbs-sct.gc.ca) / Tel: 613-410-1766 / TTY: 613-369-9371

Gestionnaire, Bureau d'accès à l'information et protection des renseignements personnels  
Communications stratégiques et affaires ministérielles  
Secrétariat du Conseil du Trésor du Canada / Gouvernement du Canada  
[Denis.Robert@tbs-sct.gc.ca](mailto:Denis.Robert@tbs-sct.gc.ca) / Tél. : 613-410-1766 / ATS : 613-369-9371

*Please do not hesitate to reply in the official language or your choice.  
N'hésitez pas à répondre dans la langue officielle de votre choix.*

PROTECTED A / PROTÉGÉ A

<b>Position</b>	<b>Criterion type</b>	<b>Criterion</b>
PM-4/PM-5	Essential	Education
PM-4/PM-5	Essential	Substantive at-level
PM-4/PM-5	Essential	EE1 - ATIP experience K1 - ATIA, PA, regs and policies
PM-4/PM-5	Essential	EE2 - Research, analysis, advice
PM-5	Essential	EE3 - Advice for policy implementation
PM-4/PM-5	Essential	A1 - Work under pressure; workload management
PM-4/PM-5	Essential	A2 - Oral communication
PM-4/PM-5	Essential	A3 - Written communication
PM-4/PM-5	Essential	PS1 - Thinking things through
PM-4/PM-5	Essential	PS2 - Working effectively with others
PM-4/PM-5	Essential	PS3 - Initiative; action-oriented
PM-4/PM-5	Essential	PS4 - Client Service

PROTECTED A / PROTÉGÉ A

PM-4/PM-5	Essential	PS5 - Demonstrating integrity and respect
PM-4/PM-5	Essential	PS6 - Attention to detail
PM-4/PM-5	Asset	Asset Education
PM-4/PM-5	Asset	AE1 - APCM software or similar
PM-4/PM-5	Asset	AE2 - ATIP program policies/procedures
PM-4/PM-5	Asset	AE3 - Delivering training
PM-4/PM-5	Asset	AK1 - PA sections 4-8
PM-4/PM-5	Asset	AK2 - Central agencies responsibilities re: ATIP
PM-5	Asset	AE4 - Privacy policy advice
PM-5	Asset	AE5 - Dealing with OIC/OPC
PM-5	Asset	AE6 - Preparing reports from ATIP CMS
PM-5	Asset	AE7 - Mentoring, coaching, supervising staff

PM-5	Asset	AK2 - IM/SEC for protection of PI
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PROTECTED A / PROTÉGÉ A

Assessment type	Assessment question
Screening question (Y/N)	Do you have a secondary school diploma or a a combination of education, training and/or experience?
Screening question (Y/N)	Is your current substantive position at the PM-04 or PM-05 level (or equivalent)?  If <b>yes</b> , please indicate your substantive group and level.
Screening question (Y/N)	Do you have significant experience in interpreting, applying, and implementing the provisions of the ATIA and/or PA, their regulations and related TBS policies in an ATIP office or Policy and Governance sector?  If <b>yes</b> , please describe how and where you acquired this experience and provide specific examples. Your response will also be used to assess the knowledge requirements for the position.
Screening question (Y/N)	Do you have experience in researching, analyzing and providing advice to departmental officials?  If <b>yes</b> , please provide at least one example of this experience by describing the nature of the issue, your audience, what was involved in your research and analysis, and what was your approach in developing your advice. Your response may also be used to assess personal suitability requirements for the position.
Screening question (Y/N)	Do you have experience in providing advice and recommendations on departmental implementation of policy and legislation?  If <b>yes</b> , please provide an example of this experience by describing the policy or legislation requirement, the work you did, with whom you collaborated (if applicable), and the end result. Your response may also be used to assess personal suitability requirements for the position.
Interview	Can you tell us about an experience where you had multiple competing priorities and deadlines from different clients? What did you do? How did you do it? What was the result? Did you work with others?
Interview	<i>Assessed throughout interview based on candidate's responses</i>
Screening question (Y/N)	<i>Assessed through job application, CV/resume, and work samples</i>
Interview	<i>Assessed based on candidate's response to interview question for A1 and screening questions for EE1, EE2, EE3</i>
Interview	<i>Assessed based on candidate's response to interview question for A1 and screening questions for EE1, EE2, EE3</i>
Interview	<i>Assessed based on candidate's response to interview question for A1</i>
Interview	<i>Assessed based on candidate's response to interview question for A1 and screening questions for EE2, EE3</i>

Reference check	<i>Potential question: What stands out to you about Candidate X's work style both independently and in a group setting? How would you describe Candidate X's interactions with colleagues within the same work unit and with clients?</i>
Interview	<i>Assessed based on candidate's response to interview question for A1 and screening questions for EE1, EE2, EE3, EE4</i>
Screening question (Y/N)	Do you have a degree from a recognized university?
Screening question (Y/N)	Do you have experience in using AccessPro Case Management and Redaction software, or similar software?  If <b>yes</b> , for how long? And what type of user role?
Screening question (Y/N)	Do you have experience in developing, reviewing and improving ATIP program policies and procedures?
Screening question (Y/N)	Do you have experience in training federal government employees on the requirements of the Access to Information and Privacy Act?  If <b>yes</b> , please describe the nature of the training, to whom the training was delivered, and the number of sessions delivered.
Interview	<i>Assessed based on candidate's response to screening question EE1 and sample of work that may be provided for AE4</i>
Screening question (Y/N)	Are you familiar with the roles central agencies play in the federal government sphere?  If <b>yes</b> , please briefly describe what roles central agencies play to support the machinery of government.
Screening question (Y/N)	Do you have experience in providing privacy policy advice to program officials; for example, in areas such as privacy impact assessments, privacy breach management, privacy notices, InfoSource updates, and data privacy protection best practices?
Screening question (Y/N)	Do you have experience in dealing with the Offices of the Information Commissioner and the Privacy Commissioner?  If <b>yes</b> , please describe the background context for the interactions.
Screening question (Y/N)	Do you have experience in preparing various reports using ATIP case management systems such as AccessPro?  If <b>yes</b> , what kind of reports?
Screening question (Y/N)	Do you have experience in mentoring, coaching or supervising staff?  If <b>yes</b> , how many staff and what was the level of their position?

PROTECTED A / PROTÉGÉ A

Interview	Do you have experience engaging with IM and security officials in a policy environment?
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<b>Notes</b>
Validate using CV/resume
Validate using CV/resume and reference check
Validate tenure and area of position using CV/resume
May validate via reference check information
May validate via reference check information
Validate via responses to screening questions/CV or cover letter
Validate via reference check
Validate via reference check
Validate via reference check
Validate via reference check

PROTECTED A / PROTÉGÉ A

Validate via reference check
Validate via reference check
Validate using CV/resume
Validate from candidate's response to EE1
If screened in, ask candidate about the product they worked on at the interview
Validate using CV/resume
If screened in, ask candidate to bring a sample of their work to the interview
Validate using CV/resume and response to EE1
Validate using CV/resume
Validate using CV/resume

Validate via reference check

Assessment type	Position	Criterion type
Screening question (Y/N)	PM-4	Essential
Cover letter	PM-5	Asset
CV/Resume	PM-4/PM-5	
Interview		
Reference check		

# Senior ATIP Analyst, Senior ATIP Advisor

**Reference number:** TBD18J-014677-004413

**Selection process number:** 2018-TBD-IA-AO-109038-9

Treasury Board of Canada Secretariat - Strategic Communications and Ministerial Affairs Sector  
Ottawa (Ontario)  
PM-04, PM-05  
Assignment, Deployment, Secondment, Specified period - Interchange Canada  
\$67,241 to \$86,788

For further information on the organization, please visit [Treasury Board of Canada Secretariat](#)

**Closing date: 19 July 2018 - 23:59, Pacific Time**

**Who can apply:** Persons employed in the Public Service who occupy a position in the National Capital Region.

Eligible veterans and CAF members may apply. ([Information on mobility for veterans and CAF members](#))

## Apply online

## Important messages

We are committed to providing an inclusive and barrier-free work environment, starting with the hiring process. If you need to be accommodated during any phase of the evaluation process, please use the Contact information below to request special accommodation. All information received in relation to accommodation will be kept confidential.

[Information on accommodation for persons with disabilities](#)

Only applications received directly via the System (<https://www.canada.ca/en/public-service-commission/jobs/services/public-service-jobs.html>) will be accepted. If you require accommodation for any reason, you must contact the HR Advisor listed below before the closing date.

If you do not clearly demonstrate how you meet all screening criteria, your application will be rejected. Your application may also be rejected if it has incomplete information. We will not contact you to request information that is missing from your application

## Work environment

The Treasury Board of Canada Secretariat (TBS) is a central agency located in the National Capital Region. Working at TBS offers a unique opportunity to contribute to the work of a central federal agency, and to be part of cultivating the federal public service as a model workplace. With high-performing teams and innovative practices, TBS professionals in various fields serve Canadians by collaborating on government-wide initiatives, driving excellence in people management and taking initiative while effectively managing risks.

TBS's new flagship facility at 90 Elgin Street, in the heart of downtown Ottawa, is the hub of its activities. The new building meets the government's Workplace 2.0 concept, has Wi-Fi throughout, and has many fully equipped videoconference areas to support collaboration and innovation. Employees have access to amenities such as showers, change rooms and secure bicycle storage, allowing them to commute using Ottawa's bike path system.

## **Intent of the process**

A pool of qualified persons resulting from this process may be created and may be used to fill similar positions with linguistic profiles ( bilingual imperative BBB/BBB, bilingual imperative CBC/CBC, bilingual imperative CCC/CCC,) as well as tenures ( deployment, acting, assignment, secondment, specified period, Interchange Canada) which may vary according to the position being staffed.

This pool may be used to staff similar positions in other organizations within the core public administration (<http://www.psc-cfp.gc.ca/pley-pltq/rfli-lirf/index-eng.htm>).

By applying to this process, you consent to your personal application-related information being shared with other government departments interested in staffing similar positions.

**Positions to be filled:** Number to be determined

## **Information you must provide**

Your résumé.

### **In order to be considered, your application must clearly explain how you meet the following (essential qualifications)**

Education:

-A secondary school diploma or an acceptable combination of education, training and/or experience

Degree equivalency

PM-04 Experience:

-Significant experience\*\* in interpreting, applying and implementing the provisions of the

Access to Information Act and/or Privacy Act, their regulations and related Treasury Board of Secretariat (TBS) policies in an institution's Access to Information and Privacy (ATIP) Office or in a Policy and Governance sector;

- Experience in researching, analyzing and providing advice to the senior officials on ATIP issues;
- Experience in providing direct service to the public;
- Experience in conducting consultations and negotiations with stakeholders.

\*\*Significant experience is defined as having performed these tasks on a continuous basis for a period of two (2) years.

PM-05 Experience:

Experience:

- Significant experience\*\*\* in interpreting, applying and implementing the provisions of the Access to Information Act and/or Privacy Act, their regulations and related Treasury Board of Secretariat (TBS) policies in an institution's Access to Information and Privacy (ATIP) Office or in a Policy and Governance sector;
- Experience in providing expert advice to senior departmental officials and stakeholders;

\*\*\*Significant experience is defined as having performed these tasks on a continuous basis for a period of three (3) years.

## **The following will be applied / assessed at a later date (essential for the job)**

Various language requirements

Bilingual imperative: BBB/BBB

Bilingual Imperative: CBC/CBC

Bilingual Imperative: CCC/CCC

### Information on language requirements

PM-04 and PM-05 Knowledge:

- Knowledge of the Access to Information and Act, the Privacy Act and related regulations, policies and guidelines.

PM-05 Knowledge:

- Knowledge of central agencies and their responsibilities as they relate to Access to Information and Privacy.

PM-04 and PM-05 Abilities:

- Ability to work under pressure and to manage conflicting priorities
- Ability to communicate effectively orally
- Ability to communication effectively in writing

PM-05 Abilities:

- Ability to analyze Access to Information and Privacy issues and make viable recommendations
- Ability to work as a team player with minimal supervision

PM-04 and PM-05 Personal Suitability:

- Thinking things through
- Working effectively with others
- Showing initiative
- Being action-oriented
- Client Service
- Demonstrating integrity and respect

**The following may be applied / assessed at a later date (may be needed for the job)**

PM-04 and PM-05 Asset Education:

- Degree from a recognized university

Degree equivalency

PM-04 Asset Experience:

- Experience in using AccessPro Case Management and Redaction software, or similar software

PM-05 Asset Experience:

- Experience in handling and resolving lodged with the Offices of the Information Commissioner and the Privacy Commissioner
- Experience in assisting project managers in determining the need for a Privacy Impact Assessment or Preliminary Privacy Impact Assessment
- Experience in training federal government employees on the requirements of the Access to Information and Privacy Act
- Experience in using AccessPro Case Management and Redaction software, or similar software
- Experience in preparing various reports using ATIP case management systems such as AccessPro
- Experience in supervising staff

PM-04 and PM-05 Knowledge:

- Knowledge in the interpretation of Privacy Policy

PM-05 Knowledge:

- Knowledge of principles and practices of information management

Organizational Needs:

- Treasury Board Secretariat employees affected by workforce adjustment may be appointed before persons employed by other government organizations;
- In support of achieving a diverse workforce, consideration may be given to candidates self-



identifying as belonging to one of the following Employment Equity groups: Aboriginal peoples, persons with disabilities, members of visible minorities, and women.

Operational Requirement:

-Willingness to work overtime on occasion

## Conditions of employment

Secret security clearance

## Other information

The Public Service of Canada is committed to building a skilled and diverse workforce that reflects the Canadians we serve. We promote employment equity and encourage you to indicate if you belong to one of the targeted groups when you apply.

### Information on employment equity

We will communicate with you about this process by email. As a result, you must update your Public Service Resourcing System profile if it changes. Applicants should use an email address that accepts messages from unknown senders (some email systems block such messages).

If you do not respond to our communications, we will interpret this as your withdrawal from the process.

Candidates may be required to meet the asset qualifications or the organizational needs, depending on the requirements of the specific position being staffed.

**We thank all those who apply.**

## Contact information

<b>Kathryn Dupré - Human Resources Advisor</b>
--

<a href="mailto:kathryn.dupre@tbs-sct.gc.ca">kathryn.dupre@tbs-sct.gc.ca</a>
--

## Apply online

# Analyste principal AIPRP, Conseiller principal de l'AIPRP

Numéro de référence : TBD18J-014677-004413

Numéro du processus de sélection : 2018-TBD-IA-AO-109038-9

Secrétariat du Conseil du Trésor du Canada - Secteur des communications stratégiques et affaires ministériels

Ottawa (Ontario)

PM-04, PM-05

Affectation, Détachement, Déterminé, Mutation - Échanges Canada

67 241 \$ à 86 788 \$

Pour obtenir plus de renseignements sur l'organisme, veuillez visiter [Secrétariat du Conseil du Trésor du Canada](#)

**Date limite : 19 juillet 2018 - 23 h 59, heure du pacifique**

**Qui est admissible :** Les personnes employées dans la fonction publique qui occupent un poste dans la région de la Capitale nationale.

Les anciens combattants et les membres des FAC admissibles peuvent postuler. ([Renseignements sur la mobilité pour les anciens combattants et les membres des FAC](#))

## Postuler en ligne

## Messages importants

Nous sommes aussi engagés à instaurer un milieu de travail inclusif et exempt d'obstacles, dès le processus de sélection. Si vous avez besoin de mesures d'adaptation à une étape ou une autre du processus d'évaluation, veuillez envoyer un message à l'adresse indiquée ci-dessous sous la rubrique Personnes-ressources pour en faire la demande. Les renseignements reçus au sujet de mesures d'adaptation seront traités confidentiellement.

[Information sur les mesures d'adaptation pour personnes handicapées](#)

Seules les candidatures reçues directement par l'entremise du système (<https://www.canada.ca/fr/commission-fonction-publique/emplois/services/emplois-fonction-publique.html>) seront acceptés. Si vous avez besoin de mesures d'adaptation pour quelle que soit la raison, vous devez communiquer, avant la date de clôture, avec le conseiller en RH dont les coordonnées figurent ci-dessous.

Si vous ne montrez pas clairement que vous répondez à l'ensemble des critères de sélection,

vosre candidature sera rejetée. Elle sera également rejetée si les renseignements fournis sont incomplets. Nous ne communiquerons pas avec vous pour vous demander de nous transmettre l'information manquante.

## **Milieu de travail**

Le Conseil du Trésor du Canada (SCT) est un organisme central situé dans la région de la capitale nationale. Travailler au SCT offre une occasion unique de contribuer aux travaux d'un organisme fédéral central, et de faire partie de la culture de la fonction publique fédérale comme un milieu de travail exemplaire. Avec des équipes performantes et des pratiques innovatrices, les professionnels du SCT œuvrant dans divers domaines servent les Canadiens en collaborant à des initiatives à l'échelle du gouvernement, en dirigeant l'excellence dans la gestion des personnes et en prenant des initiatives tout en gérant efficacement les risques.

Le nouveau bâtiment du SCT situé au 90 rue Elgin, au cœur du centre-ville d'Ottawa, est la plaque tournante de ses activités. Le nouveau bâtiment rencontre les normes d'aménagement du gouvernement 2.0, a une connexion Wi-Fi, et dispose de nombreuses zones de vidéoconférence entièrement équipées pour soutenir la collaboration et l'innovation. Les employés ont accès à des équipements tels que des douches, des vestiaires et un local sécurisé pour les vélos, leur permettant de se rendre au travail en utilisant le système de pistes cyclables d'Ottawa.

## **Intention du processus**

Un bassin de personnes qualifiées résultant de ce processus pourrait être créé et pourrait être utilisé afin de pourvoir des postes semblables dont le profil linguistique (bilingue impératif BBB/BBB, bilingue impératif CBC/CBC, bilingue impératif CCC/CCC) ainsi que la durée (mutation, affectation, détachement, période déterminée, échanges Canada) pourraient varier selon le poste.

Ce bassin peut être utilisé pour doter des postes semblables dans d'autres organisations au sein de l'administration publique centrale (<http://www.psc-cfp.gc.ca/plcy-pltq/rfli-lirf/index-fra.htm>).

En appliquant à ce processus, vous consentez à ce que l'information relative à votre demande d'application soit partagée avec d'autres ministères intéressés à doter des postes similaires.

**Postes à pourvoir :** Nombre à être déterminé

## **Les renseignements que vous devez fournir**

Votre curriculum vitae.

## **Afin que votre candidature soit retenue, votre demande doit clairement décrire comment vous répondez aux énoncés suivants (qualifications essentielles)**

Éducation :

-Diplôme d'études secondaires ou combinaison acceptable d'études, de formation et/ou d'expérience

Équivalence des diplômes

PM-04 Expérience:

- Expérience considérable\*\* de l'interprétation, de l'application et de la mise en œuvre des dispositions de la Loi sur l'accès à l'information ou de la Loi sur la protection des renseignements personnels, des règlements qui s'y rattachent et des politiques connexes du Secrétariat du Conseil du Trésor du Canada (SCT) dans le bureau de l'accès à l'information et de la protection des renseignements personnels d'une institution ou dans un secteur de politique et de gouvernance;
- Expérience de la recherche, de l'analyse et de la prestation de conseils à des cadres supérieurs sur des questions en matière d'AIPRP;
- Expérience de la prestation directe de services au public;
- Expérience de la tenue de consultations et de négociations auprès d'intervenants;

\*\*Une expérience considérable correspond à l'exécution de ces tâches de façon continue pendant deux (2) ans.

PM-05 Experience:

- Expérience considérable\*\*\* de l'interprétation, de l'application et de la mise en œuvre des dispositions de la Loi sur l'accès à l'information ou de la Loi sur la protection des renseignements personnels, des règlements qui s'y rattachent et des politiques connexes du Secrétariat du Conseil du Trésor du Canada (SCT) dans le bureau de l'accès à l'information et de la protection des renseignements personnels d'une institution ou dans un secteur de politique et de gouvernance;
- Expérience de la prestation de conseils éclairés à des cadres supérieurs du ministère et à des intervenants;

\*\*Une expérience considérable correspond à l'exécution de ces tâches de façon continue pendant trois (3) ans.

## **Les énoncés suivants seront utilisés / évalués à une date subséquente (essentiels à l'emploi)**

Exigences linguistiques variées  
Bilingue impératif: BBB/BBB

Bilingue impératif: CBC/CBC  
Bilingue impératif: CCC/CCC

### Renseignements sur les exigences linguistiques

PM-04 et PM-05 Connaissances:

-Connaissance de la Loi sur l'accès à l'information ou de la Loi sur la protection des renseignements personnels, ainsi que de règlements, politiques et directives s'y rattachant

PM-05 Connaissances:

-Connaissance des organismes centraux et de leurs responsabilités au chapitre de l'accès à l'information et de la protection des renseignements personnels.

PM-04 et PM-05 Capacités:

-Capacité de travailler sous pression et de gérer des priorités concurrentes  
-Capacité à communiquer efficacement oralement  
-Capacité à communiquer efficacement par écrit

PM-05 Capacités:

-Capacité d'analyser des questions liées à l'accès à l'information et à la protection des renseignements personnels et de formuler des recommandations viables  
-Capacité à travailler en équipe avec un minimum de supervision

PM-04 et PM-05 Qualités personnelles:

-Réflexion approfondie  
-Travailler efficacement avec les autres  
-Faire preuve d'initiative  
-Être orienté vers l'action  
-Souci du service à la clientèle  
-Faire preuve d'intégrité et de respect

## **Les énoncés suivants pourraient être utilisés / évalués à une date subséquente (pourraient être nécessaires à l'emploi)**

PM-04 et PM-05 Education Atout :

-Diplôme d'une université reconnue

### Équivalence des diplômes

PM-04 Expérience atout:

- Expérience de l'utilisation du logiciel AccessPro Case Management et du logiciel AccessPro Redaction, ou d'un logiciel semblable.

PM-05 Expériences atouts:

-Expérience du traitement et du règlement des plaintes déposées auprès du Commissariat à

l'information et du commissaire à la protection de la vie privée

- Expérience auprès des gestionnaires de projets afin de les aider à déterminer la nécessité de mener une évaluation des facteurs relatifs à la vie privée ou une évaluation préliminaire des facteurs relatifs à la vie privée
- Expérience de la formation d'employés du gouvernement fédéral relativement aux exigences de la Loi sur l'accès à l'information et de la Loi sur la protection des renseignements personnels
- Expérience de l'utilisation du logiciel AccessPro Case Management et du logiciel AccessPro Redaction, ou d'un logiciel semblable
- Expérience de la préparation de divers rapports à l'aide de systèmes de gestion des cas d'AIPRP, comme AccessPro
- Expérience de la supervision de personnel

PM-04 et PM-05 Connaissances:

- Connaissance relativement à l'interprétation des politiques de la protection de la vie privée

PM-05 Connaissances:

- Connaissance des principes et des pratiques en matière de gestion de l'information.

Besoins organisationnels :

- Les fonctionnaires du Secrétariat du Conseil du Trésor touchés par le réaménagement des effectifs pourraient être nommés avant les employés d'autres organisations gouvernementales;
- Pour arriver à un effectif diversifié, la préférence pourrait être accordée aux candidats ayant fait une autodéclaration en tant que membres d'un des groupes suivants désignés aux fins de l'équité en emploi : les Autochtones, les personnes handicapées, les membres des minorités visibles et les femmes.

Besoin opérationnel:

- Être disposé à faire des heures supplémentaires à l'occasion

## **Conditions d'emploi**

Autorisation sécuritaire Secret

## **Autres renseignements**

La fonction publique du Canada s'est engagée à se doter d'un effectif compétent qui reflète la diversité de la population canadienne qu'elle dessert. Nous favorisons l'équité en matière d'emploi et vous encourageons à indiquer dans votre demande d'emploi si vous appartenez à un des groupes cibles.

### Renseignements sur l'équité en matière d'emploi

Dans le cadre de ce processus, nous communiquerons avec vous par courriel. Par conséquent, vous devez mettre à jour le profil de votre compte du système de ressource de la fonction publique. Les candidats doivent utiliser une adresse électronique qui accepte les messages

provenant d'expéditeurs inconnus (certains systèmes de courriel bloquent ces messages).

Si vous ne répondez pas à nos communications, nous en déduisons que vous souhaitez vous retirer du processus.

Les candidats peuvent être tenus de satisfaire aux qualifications constituant un atout ou aux besoins organisationnels selon les exigences du poste spécifique à doter.

**Nous remercions d'avance ceux et celles qui auront soumis une demande d'emploi.**

## **Personnes-ressources**

<b>Kathryn Dupré - Conseillère en ressources humaines</b>
---

<a href="mailto:kathryn.dupre@tbs-sct.gc.ca">kathryn.dupre@tbs-sct.gc.ca</a>
--

## **Postuler en ligne**



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du Canada

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**STATEMENT OF MERIT CRITERIA / ÉNONCÉ DE CRITÈRES DE MÉRITE**

Department/Ministère: Treasury Board Secretariat of Canada/Secrétariat du Conseil du Trésor du Canada  
 Sector/Secteur: Strategic Communications and Ministerial Affairs  
 Communications Stratégiques et Affaires Ministérielles  
 Unit/Unité: Access to Information and Privacy  
 Accès à l'information et protection de renseignements personnels  
 Position Title/Titre du poste: Senior ATIP Analyst  
 Analyste Principal de l'AIPRP  
 Position Number/Numéro de poste: PM-04 Anticipatory - Anticipatoire

<b>Essential Merit Criteria</b> (please refer to the appropriate <u>competency profile</u> )	<b>Critères de mérite essentiels</b> (Veuillez vous référer au bon <u>profil des compétences</u> )
<b>Education:</b>  -A secondary school diploma or an acceptable combination of education, training and/or experience	<b>Éducation :</b>  -Diplôme d'études secondaires ou combinaison acceptable d'études, de formation et/ou d'expérience
<b>Experience:</b>  - Significant experience* in interpreting, applying and implementing the provisions of the Access to Information Act and Privacy Act, their regulations and related Treasury Board of Secretariat (TBS) policies in an institution's Access to Information and Privacy (ATIP) Office or in a Policy and Governance sector;	<b>Expérience :</b>  -Expérience considérable* de l'interprétation, de l'application et de la mise en œuvre des dispositions de la Loi sur l'accès à l'information et de la Loi sur la protection des renseignements personnels, des règlements qui s'y rattachent et des politiques connexes du Secrétariat du Conseil du Trésor du Canada (SCT) dans le bureau de l'accès à l'information et de la protection des renseignements personnels d'une institution ou dans un secteur de politique et de gouvernance;



<p>-Experience in researching, analyzing and providing advice to clients on ATIP issues;</p> <p>*Significant experience is defined as having performed these tasks on a continuous basis for a period of two (2) years.</p>	<p>-Expérience de la recherche, de l'analyse et de la prestation de conseils à des clients sur des questions en matière d'AIPRP;</p> <p>*Une expérience considérable correspond à l'exécution de ces tâches de façon continue pendant deux (2) ans.</p>
<p><b>Knowledge:</b></p> <p>-Knowledge of the Access to Information and Act, the Privacy Act and related regulations, policies and guidelines.</p>	<p><b>Connaissances :</b></p> <p>-Connaissance de la Loi sur l'accès à l'information, de la Loi sur la protection des renseignements personnels, ainsi que des règlements, politiques et directives s'y rattachant.</p>
<p><b>Abilities:</b></p> <p>-Ability to work under pressure and effectively manage a workload with competing priorities;</p> <p>-Ability to communicate effectively orally;</p> <p>-Ability to communication effectively in writing.</p>	<p><b>Capacités:</b></p> <p>-Capacité de travailler sous pression et de gérer des priorités concurrentes;</p> <p>-Capacité à communiquer efficacement oralement;</p> <p>-Capacité à communiquer efficacement par écrit</p>
<p><b>Personal Suitability</b></p> <p>-Thinking things through;</p> <p>-Working effectively with others;</p> <p>-Showing initiative and being action-oriented;</p> <p>-Client Service;</p> <p>-Demonstrating integrity and respect;</p> <p>-Attention to detail.</p>	<p><b>Qualités personnelles :</b></p> <p>-Réflexion approfondie;</p> <p>-Travailler efficacement avec les autres;</p> <p>-Faire preuve d'initiative;</p> <p>-Être orienté vers l'action;</p> <p>-Faire preuve d'intégrité et de respect;</p> <p>-Souci du service à la clientèle;</p>

<p><b>Official Languages Proficiency:</b> Bilingual imperative</p> <p>Level: BBB/BBB – CBC/CBC – CCC/CCC – English Essential</p>	<p><b>Langues officielles:</b> Bilingue impératif</p> <p>Niveau: BBB/BBB – CBC/CBC – CCC/CCC – Anglais Essentiel</p>
<p><b>Asset Merit Criteria</b></p>	<p><b>Qualifications constituant un atout</b></p>
<p><b>Education:</b></p> <p>-N/A</p>	<p><b>Éducation :</b></p> <p>-S/O</p>
<p><b>Experience:</b></p> <p>-Experience in using AccessPro Case Management and Redaction software, or similar software;</p> <p>-Experience in developing, reviewing and improving ATIP program policies or procedures;</p> <p>-Experience in training federal government employees on the requirements of the Access to Information and Privacy Act;</p> <p>-Experience in dealing with the Offices of the Information Commissioner and the Privacy Commissioner.</p>	<p><b>Expérience :</b></p> <p>- Expérience de l'utilisation du logiciel AccessPro Case Management et du logiciel AccessPro Redaction, ou d'un logiciel semblable.</p> <p>-Expérience de la formation d'employés du gouvernement fédéral relativement aux exigences de la Loi sur l'accès à l'information et de la Loi sur la protection des renseignements personnels</p>
<p><b>Knowledge:</b></p> <p>-Knowledge of Sections 4 to 8 of the Privacy Act and related policy instruments.</p> <p>-Knowledge of central agencies and their responsibilities as they relate to Access to Information and Privacy</p>	<p><b>Connaissances :</b></p>

<p><b>Abilities:</b></p> <p>-N/A</p>	<p><b>Capacités:</b></p> <p>-S/O</p>
<p><b>Personal Suitability:</b></p> <p>-N/A</p>	<p><b>Qualités personnelles :</b></p> <p>-S/O</p>
<p><b>Operational Requirement(s)</b></p> <p>-Willingness to work overtime on occasion</p>	<p><b>Besoin(s) opérationnel(s)</b></p> <p>- Être disposé à faire des heures supplémentaires à l'occasion</p>
<p><b>Organizational Need(s)</b></p> <p>-In support of achieving a diverse workforce, consideration may be given to candidates self-identifying as belonging to one of the following Employment Equity groups: Aboriginal peoples, persons with disabilities, members of visible minorities, and women.</p> <p>Mandatory on all statements of merit criteria until further notice:</p> <p>-Treasury Board Secretariat employees affected by workforce adjustment may be appointed before persons employed by other government organizations.</p>	<p><b>Besoin(s) organisationnel(s)</b></p> <p>- Pour obtenir un effectif diversifié, on peut accorder de l'importance à la déclaration volontaire des candidats comme membres d'un des groupes suivants désignés aux fins de l'équité en emploi : Autochtones, personnes handicapées, membres de minorités visibles et femmes.</p> <p>Obligatoire sur tous les énoncés de critères de mérite jusqu'à preuve d'avis contraire:</p> <p>- Les fonctionnaires du Secrétariat du Conseil du Trésor touchés par le réaménagement des effectifs pourraient être nommés avant les employés d'autres organisations gouvernementales.</p>
<p><b>Conditions of Employment</b></p> <p>Reliability and Security: Secret Security Clearance</p>	<p><b>Conditions d'emploi</b></p> <p>Fiabilité et sécurité: Cote de sécurité secrète</p>



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**STATEMENT OF MERIT CRITERIA / ÉNONCÉ DE CRITÈRES DE MÉRITE**

Department/Ministère: Treasury Board Secretariat of Canada/Secrétariat du Conseil du Trésor du Canada  
 Sector/Secteur: Strategic Communications and Ministerial Affairs  
 Communications Stratégiques et Affaires Ministérielles  
 Unit/Unité: Access to Information and Privacy  
 Accès à l'information et protection de renseignements personnels  
 Position Title/Titre du poste: Senior ATIP Advisor  
 Conseiller Principal de l'AIPRP  
 Position Number/Numéro de poste: PM-05 Anticipatory - Anticipatoire

<b>Essential Merit Criteria</b> (please refer to the appropriate competency profile)	<b>Critères de mérite essentiels</b> (Veuillez vous référer au bon <u>profil des compétences</u> )
<b>Education:</b>  -A secondary school diploma or an acceptable combination of education, training and/or experience	<b>Éducation :</b>  -Diplôme d'études secondaires ou combinaison acceptable d'études, de formation et/ou d'expérience
<b>Experience:</b>  - Significant experience* in interpreting, applying and implementing the provisions of the Access to Information Act and Privacy Act, their regulations and related Treasury Board of Secretariat (TBS) policies in an institution's Access to Information and Privacy (ATIP) Office or in a Policy and Governance sector;	<b>Expérience :</b>  -Expérience considérable* de l'interprétation, de l'application et de la mise en œuvre des dispositions de la Loi sur l'accès à l'information et de la Loi sur la protection des renseignements personnels, des règlements qui s'y rattachent et des politiques connexes du Secrétariat du Conseil du Trésor du Canada (SCT) dans le bureau de l'accès à l'information et de la protection des renseignements personnels d'une institution ou dans un secteur de politique et de gouvernance;

<p>-Experience in researching, analyzing and providing advice to Senior management** on ATIP issues;</p> <p>-Experience in providing advice and recommendations on departmental implementation of policy and legislation;</p> <p>*Significant experience is defined as having performed these tasks on a continuous basis for a period of four (4) years.</p> <p>-Senior management** is defined as Director, Executive Director or Assistant Deputy Minister.</p>	<p>-Expérience de la recherche, de l'analyse et de la prestation de conseils à la haute gestion** sur des questions en matière d'AIPRP;</p> <p>*Une expérience considérable correspond à l'exécution de ces tâches de façon continue pendant quatre (4) ans.</p> <p>-Haute gestion** est définie comme étant Directeur, Directeur exécutif ou Sous-ministre adjoint.</p>
<p><b>Knowledge:</b></p> <p>-Knowledge of the Access to Information and Act, the Privacy Act and related regulations, policies and guidelines.</p>	<p><b>Connaissances :</b></p> <p>-Connaissance de la Loi sur l'accès à l'information, de la Loi sur la protection des renseignements personnels, ainsi que des règlements, politiques et directives s'y rattachant.</p>
<p><b>Abilities:</b></p> <p>-Ability to work under pressure and effectively manage a workload with competing priorities;</p> <p>-Ability to communicate effectively orally;</p> <p>-Ability to communication effectively in writing.</p>	<p><b>Capacités:</b></p> <p>-Capacité de travailler sous pression et de gérer des priorités concurrentes;</p> <p>-Capacité à communiquer efficacement oralement;</p> <p>-Capacité à communiquer efficacement par écrit</p>
<p><b>Personal Suitability</b></p> <p>-Thinking things through;</p> <p>-Working effectively with others;</p>	<p><b>Qualités personnelles :</b></p> <p>-Réflexion approfondie;</p> <p>-Travailler efficacement avec les autres;</p>

<ul style="list-style-type: none"> <li>-Showing initiative and being action-oriented;</li> <li>-Client Service;</li> <li>-Demonstrating integrity and respect;</li> <li>-Attention to detail.</li> </ul>	<ul style="list-style-type: none"> <li>-Faire preuve d'initiative;</li> <li>-Être orienté vers l'action;</li> <li>-Faire preuve d'intégrité et de respect;</li> <li>-Souci du service à la clientèle;</li> </ul>
<p><b>Official Languages Proficiency:</b> Bilingual imperative</p> <p>Level: BBB/BBB – CBC/CBC – CCC/CCC – English Essential</p>	<p><b>Langues officielles:</b> Bilingue impératif</p> <p>Niveau: BBB/BBB – CBC/CBC – CCC/CCC Anglais Essentiel</p>
<p><b>Asset Merit Criteria</b></p>	<p><b>Qualifications constituant un atout</b></p>
<p><b>Education:</b></p> <p>-N/A</p>	<p><b>Éducation :</b></p> <p>-S/O</p>
<p><b>Experience:</b></p> <ul style="list-style-type: none"> <li>-Experience in using AccessPro Case Management and Redaction software, or similar software;</li> <li>-Experience in developing, reviewing and improving ATIP program policies or procedures;</li> <li>-Experience in training federal government employees on the requirements of the Access to Information and Privacy Act;</li> <li>-Experience in dealing with the Offices of the Information Commissioner and the Privacy Commissioner.</li> <li>-Experience in providing privacy policy advice to program officials; for example,</li> </ul>	<p><b>Expérience :</b></p> <ul style="list-style-type: none"> <li>- Expérience de l'utilisation du logiciel AccessPro Case Management et du logiciel AccessPro Redaction, ou d'un logiciel semblable.</li> <li>-Expérience de la formation d'employés du gouvernement fédéral relativement aux exigences de la Loi sur l'accès à l'information et de la Loi sur la protection des renseignements personnels</li> </ul>

<p>in areas such as privacy impact assessments, privacy breach management, privacy notices, InfoSource updates, and data privacy protection best practices</p> <p>-Experience in mentoring, coaching or supervising staff</p>	
<p><b>Knowledge:</b></p> <p>-Knowledge of Sections 4 to 8 of the Privacy Act and related policy instruments.</p> <p>-Knowledge of central agencies and their responsibilities as they relate to Access to Information and Privacy</p> <p>- Knowledge of security and information management principles and practices for protection of personal information</p>	<p><b>Connaissances :</b></p>
<p><b>Abilities:</b></p> <p>-N/A</p>	<p><b>Capacités:</b></p> <p>-S/O</p>
<p><b>Personal Suitability:</b></p> <p>-N/A</p>	<p><b>Qualités personnelles :</b></p> <p>-S/O</p>
<p><b>Operational Requirement(s)</b></p> <p>-Willingness to work overtime on occasion</p>	<p><b>Besoin(s) opérationnel(s)</b></p> <p>- Être disposé à faire des heures supplémentaires à l'occasion</p>
<p><b>Organizational Need(s)</b></p> <p>-In support of achieving a diverse workforce, consideration may be given to candidates self-identifying as belonging to one of the following Employment Equity groups: Aboriginal peoples, persons with disabilities, members of visible minorities, and women.</p>	<p><b>Besoin(s) organisationnel(s)</b></p> <p>- Pour obtenir un effectif diversifié, on peut accorder de l'importance à la déclaration volontaire des candidats comme membres d'un des groupes suivants désignés aux fins de l'équité en emploi : Autochtones, personnes</p>

s.19(1)

**From:** [Robert, Denis](#)  
**Sent:** December 2, 2020 5:00 PM  
**To:** [Acres, Natalie](#)  
**Cc:** [Clouston, Marie-Chantale](#); [Gautier, Mélissa](#); [Li, Miranda](#)  
**Subject:** RE: greenlight for competitive processes

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Hi Natalie,

As I mentioned below, I would be interested in collaborating with the SSC team in their PM-05 process in the hopes of finding a suitable candidate to replace Roger - who left us in August. I understand that the replacement of a PM-05 on my team has been approved as part of the P8 salary expenditure review.

**For approval – Interim measure (90-day casual appointment)**

To staff the vacant PM-05 position, we explored at-level interest via a GConnex poster and marketplace posting; looked at the TBS Talent mobility candidate list; and posted a TBS In-Brief career opportunity. Unfortunately these sources did not produce a suitable candidate.

As a stop-gap measure, I am asking for your approval to go ahead and initiate a staffing request for a 90-day casual appointment to bring in a senior privacy consultant (at the PM-05 level). I have already contacted the individual who provided privacy support services to the ATIP office under a previous casual appointment (over 2 years ago)

As you are aware, there has been a steady uptick in incoming business, including high-level OCHRO-led initiatives such as Covid 699 reporting, the huge push on the D&I agenda (impacting most TBS programs), PSES support, etc. In order to continue to support TBS sector partners across all business lines, there is an immediate need for an additional senior level privacy advisor on the privacy team. I believe this interim measure is crucial to our operations and will enable us to maintain a high level of client service.

I have already engaged with Marie-Chantale and Melissa (cc'd above) on HR and financial considerations related to this ask. In light of the fact that this HR action had already been included as part of the SCMA financial/staffing plans during the P8 review, I do not believe that there are any expected HR or budgetary concerns at this time.

Next steps: Should you approve this request, I will initiate the staffing request with the ADMO unit.

Happy to discuss. – Denis

---

**From:** Robert, Denis  
**Sent:** November 25, 2020 11:58 AM  
**To:** Acres, Natalie <Natalie.Acres@tbs-sct.gc.ca>; Meredith, Anik <Anik.Meredith@tbs-sct.gc.ca>; Goff, Tyler <Tyler.Goff@tbs-sct.gc.ca>  
**Subject:** RE: greenlight for competitive processes

Thanks Natalie...I would be happy to help out on the SSC screening process as well.

As we discussed, I would also be looking for a potential PM-04/05 to fill my vacant position in privacy.



The GConnex and TBS In-Brief postings have not produced anything noteworthy thus far.

Many thanks - Denis

---

**From:** Acres, Natalie <[Natalie.Acres@tbs-sct.gc.ca](mailto:Natalie.Acres@tbs-sct.gc.ca)>  
**Sent:** November 25, 2020 11:50 AM  
**To:** Meredith, Anik <[Anik.Meredith@tbs-sct.gc.ca](mailto:Anik.Meredith@tbs-sct.gc.ca)>; Robert, Denis <[Denis.Robert@tbs-sct.gc.ca](mailto:Denis.Robert@tbs-sct.gc.ca)>;  
Goff, Tyler <[Tyler.Goff@tbs-sct.gc.ca](mailto:Tyler.Goff@tbs-sct.gc.ca)>  
**Subject:** Fwd: greenlight for competitive processes

Anik,  
We can move forward with the PM-03 that Annie was working on. We may want to still do a 3/4 to make it worth our time in the event that SSC pool isn't fruitful.

All,  
Would any of you or PM-05s want to collaborate with the SSC team in the PM-05 process? The poster and screening are planned for December so participation would start January.

Natalie

Begin forwarded message:

**From:** "Nandy, Janhabi" <[Janhabi.Nandy@tbs-sct.gc.ca](mailto:Janhabi.Nandy@tbs-sct.gc.ca)>  
**Date:** November 25, 2020 at 11:36:15 AM EST  
**To:** "Acres, Natalie" <[Natalie.Acres@tbs-sct.gc.ca](mailto:Natalie.Acres@tbs-sct.gc.ca)>  
**Subject:** greenlight for competitive processes

UNCLASSIFIED / NON CLASSIFIÉ

Hi Natalie – You are good to participate in the PM05 and run a PM03 process. Best, Janhabi

s.16(2)(c)

**From:** [Robert, Denis](#)  
**Sent:** October 22, 2020 8:34 AM  
**To:** [Acres, Natalie](#); [Meredith, Anik](#); [Goff, Tyler](#)  
**Subject:** RE: On Site Activity - Processing Secret Records  
**Attachments:** TBSOfficeContingencyPlan.docx; LR - Telework and leave for COVID-19

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UNCLASSIFIED / NON CLASSIFIÉ

Good morning Natalie,

I'm not sure if this was shared with you already, but attached is a draft contingency plan that was shared with the ATIP office staff **very early on in March** when the pandemic first hit. I've also attached a message from LR on advice they provided, again early on in the pandemic (circa mid-March).

Here are some additional helpful resources:

- **COVID-19: TBS Manager's toolkit :**
- **COVID-19: TBS Employee's toolkit:** [https://infosite.tbs-sct.gc.ca/services/ourtbs-notresct/covid-19/emp\\_e.aspx](https://infosite.tbs-sct.gc.ca/services/ourtbs-notresct/covid-19/emp_e.aspx)
- **Mental health and COVID-19** for public servants (Last updated August 27, 2020): <https://www.canada.ca/en/government/publicservice/covid-19/protect-mental-health.html>
- **Use of Code 699** use and approval process:

Happy to discuss. – Denis  
613-410-1766

---

**From:** Acres, Natalie <Natalie.Acres@tbs-sct.gc.ca>  
**Sent:** October 21, 2020 5:06 PM  
**To:** Meredith, Anik <Anik.Meredith@tbs-sct.gc.ca>; Goff, Tyler <Tyler.Goff@tbs-sct.gc.ca>; Robert, Denis <Denis.Robert@tbs-sct.gc.ca>  
**Subject:** RE: On Site Activity - Processing Secret Records

UNCLASSIFIED / NON CLASSIFIÉ

Hi,

I just came across this and am sharing in the event that you haven't seen this guidance for managers yet. The paragraphs discussing Employee Support during this time are key as we start to have these conversations about need to return for operational reasons.

If you have come across any good guidance that TBS has provided, please share.

No more from me tonight. Have a good evening.

Natalie

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**From:** Acres, Natalie  
**Sent:** October 21, 2020 4:47 PM

s.16(2)(c)

**To:** Meredith, Anik <[Anik.Meredith@tbs-sct.gc.ca](mailto:Anik.Meredith@tbs-sct.gc.ca)>; Goff, Tyler <[Tyler.Goff@tbs-sct.gc.ca](mailto:Tyler.Goff@tbs-sct.gc.ca)>; Robert, Denis <[Denis.Robert@tbs-sct.gc.ca](mailto:Denis.Robert@tbs-sct.gc.ca)>

**Subject:** On Site Activity - Processing Secret Records

UNCLASSIFIED / NON CLASSIFIÉ

Hi all,

I just took a few minutes to review the instructions that Denis mentioned in the meeting earlier today. I think it is a good idea for all of us as leaders to take time to familiarize ourselves with this if you haven't already done so. Here is the link:

In order to process Secret material, some employees may need to occasionally work onsite so we should have this knowledge to support and advise as necessary. Fortunately, the volume of Secret information is rather low so on-site work will remain very limited.

Anik,

Your team will obviously be the most impacted so at our next bilat, lets discuss approach, requirements and individual situations in more detail. There will need to be some coordination on our part to ensure that there is only one employee on location at a time an work with those individuals who are not in a position to work on-site.

Natalie

Natalie Acres

Director, ATIP/ Directrice, AIPRP

Strategic Communications and Ministerial Affairs / Communications stratégiques et affaires ministérielles

Treasury Board of Canada Secretariat / Secrétariat du Conseil du Trésor

[Natalie.Acres@tbs-sct.gc.ca](mailto:Natalie.Acres@tbs-sct.gc.ca) / Tel: 343-572-5215

**From:** Villemure, Carlyne  
**Sent:** March 16, 2020 1:57 PM  
**To:** Charbonneau, Michèle-Renée; Healy, Bianca; Mollicone, Francois;  
Smith, Peter; Meredith, Anik; Robert, Denis; Dépault, Anne-Marie;  
Bujold, Luc; McMahon, William; Sutton, Sean; Golden, Danielle  
**Cc:** Sarazin-Normand, Caroline; Stokes, Mark; Acton, Kelly  
**Subject:** LR - Telework and leave for COVID-19

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À tous mes clients de SCMA,

Please let me know if you have any questions regarding the management of Telework and leave following the directive received from the Secretary over the weekend.

Regarding the LR side of things:

- Ensure your staff is receiving these updates and is reading and complying with them as much as possible.
- Application of the directive itself should be uniform and therefore contact your managers in order to ensure that you are following their direction and seek guidance from LR when you are not sure how to manage cases.
- Please contact me should you have any questions related to the management of a specific case of telework or leave
- This is an unprecedented event resulting in a modifications to the normal way we work. Therefore, there will be flexibility to the way LR provides advice given the current circumstances for the time being.

In addition, please contact me should you have any questions regarding on-going cases that we are currently working on in order to explore next-steps.

Je suis disponible virtuellement, donc n'hésitez pas à communiquer avec moi par courriel ou par téléphone.

Merci

**Carolyne Villemure L.L.**

Labour Relations Advisor - Human Resources Division  
Treasury Board of Canada Secretariat / Government of Canada  
[Carolyne.Villemure@tbs-sct.gc.ca](mailto:Carolyne.Villemure@tbs-sct.gc.ca) / Tel: 613-314-8152

Conseillère en relations de travail - Division des ressources humaines  
Secrétariat du Conseil du Trésor du Canada / Gouvernement du Canada  
[Carolyne.Villemure@tbs-sct.gc.ca](mailto:Carolyne.Villemure@tbs-sct.gc.ca) / Tel: 613-314-8152

*Please do not hesitate to reply in the official language of your choice. / N'hésitez pas à répondre dans la langue officielle de votre choix.*

PROTECTED B / PROTÉGÉ B

**Treasury Board Secretariat  
Access to Information Office  
Prolonged absence Contingency Plan**

**Protocol**

Prolonged absence protocol will be activated at the discretion of Treasury Board Secretary (or Senior Management), when an outbreak is deemed imminent.

Should the absence protocol be activated, the ATIP Coordinator is to contact the three Managers to inform them of the situation. Each Manager is then responsible of contacting their respective employees by email or telephone.

<b>OFFICE of the DIRECTOR</b>			
<b>Danielle Golden, Director</b>	613-369-9383 / 613-617-2791 (cell)		
<b>INTAKE AND GOVERNANCE</b>			
<b>Tyler Goff, Manager</b>	343-550-0026		
<b>INTAKE</b>		<b>GOVERNANCE</b>	
<b>Marasco, Louise, Team Leader</b>	613-404-5993		
Garnette, Olivia	647-703-2642	Elms, Mandy	343-999-6801
Hogue, Alyssa	613-369-3201	Matthews, Carter	613-314-9748
Laberge, Gisèle	613-612-9104		
Racine, Vanessa	613-369-3201		
Séguin, Johanne	613-296-0683		
<b>OPERATIONS</b>			
<b>Anik Meredith, Manager</b>	<b>613-410-3397</b> / 613-266-6638 (cell)		
John Clearwater (Consultant)			
<b>Adamsons, Kevin, Team Leader</b>	<b>613-371-7849</b>		
Macdonald, Jo-Ann	343-548-6638	Préfontaine-Dastous, Louis-Philippe	xxx
<b>Annie Croteau - Team Leader</b>	<b>613-617-8315</b>		
Haley, Sarah	343-549-3251	Melo, Catarina	613-369-3201
Lacroix, Lise	613-406-4414		
<b>Myrna Teske, Team Leader</b>	<b>613-314-9847</b>		
Haase, Barbara	xxx		

PROTECTED B / PROTÉGÉ B

PRIVACY POLICY UNIT			
<b>Denis Robert, Manager</b>	<b>613-410-1766</b>		
Singh, Sukhpreet	343-549-8074		
Anika (student)			
<b>Miranda Li, Team Leader</b>	<b>613-859-2897</b>	<b>Roger Martineau, Team Leader</b>	<b>613-617-8315</b>
Vacant		Lubrun, Yvette	613-286-5418

**Plan for employee self-containment**

In the event that self-containment is required, employees interested to do so will be encouraged to work from home using the remote access to work on files. Employees are strongly recommended to bring their tablet at the end of the day, to test the remote access from their home and ensure that they have a valid myKEY.

Employees that are working remotely are required to:

1. *Inform their respective managers if they intend to work remotely;*
2. *Provide their manager with daily in and out emails and an account of what was completed;*
3. *Ensure that they have sufficient work on files to complete remotely or complete self-learning activities such as reading the ATI Manual, looking at relevant case law, reading OIC's investigative guide.*

Manager are to:

1. *Ensure flexible work plan or alternate working arrangements (flexible work hours) for employees;*
2. *Monitor who is working remotely and when;*
3. *Monitor absenteeism, illness or incapacity;*
4. *Allocate resources to ensure operations continue;*
5. *Keep ongoing contact with members of the team (communication tree);*
6. *Provide information on resources available (EAP)*

**Plan to Maintain ATIP Essential Operations**

**Identification of essential activities**

During a prolonged absence, consideration must be given to the minimum personnel required in order to maintain ATIP essential operations, while limiting in person contact. The presence of one employee in the office at one given time is recommended to complete any critical activities that need to continue, such as:

PROTECTED B / PROTÉGÉ B

1. Entering incoming Access to Information or Privacy requests into APCM
2. Assign file to analyst for tasking, monitoring (certain tasks can be done remotely)
3. Scan records into Redaction
4. Track requests dues
5. Send extensions letter or responses to requesters

<b>What is your Minimum Service Level Minimum number of personnel required?</b>					
	<b>1 day</b>	<b>1-10 days</b>	<b>10-14 days</b>	<b>14-30 days</b>	<b>31+ Days</b>
<b>Intake</b>					
<b>Analyst</b>					
<b>Management</b>					

**Core people required and core skills**

Determine how resources could be allocated to ensure that operations are maintained:

1. Employees that can commute by car – avoid public transportation
2. Employees that want to come in the office on a voluntary basis?
3. Employee with delegated authority to sign extension or responses

<b>In-office schedule</b>					
	<b>Monday</b>	<b>Tuesday</b>	<b>Wednesday</b>	<b>Thursday</b>	<b>Friday</b>
<b>Intake</b>					
<b>Analyst</b>					
<b>Management</b>					
	<b>Monday</b>	<b>Tuesday</b>	<b>Wednesday</b>	<b>Thursday</b>	<b>Friday</b>
<b>Intake</b>					
<b>Analyst</b>					
<b>Management</b>					

**Minimizing illness among employees**

With recent concerns regarding the Coronavirus, the ATIP Office has increased focus on promoting personal hygiene (washing hands, using hand sanitizer and cough etiquette) throughout our office.

**From:** [Robert, Denis](#)  
**Sent:** September 1, 2020 5:13 PM  
**To:** [Golden, Danielle](#)  
**Cc:** [Meredith, Anik](#)  
**Subject:** Salary forecast spreadsheet - Actuals and planned (FCs #420202/420103) and Business case  
**Attachments:** Salary Forecast worksheet 2020-2021 v2.xls; Salary - 420103 - 420202.pdf; ATIP Pressures update June 2020 (002).docx

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Hi Danielle,

As we discussed earlier today...

**Salary Forecast Spreadsheet**

Please find attached the updated budget forecast spreadsheet for both your cost centers. Working with the most recent org. charts, the spreadsheet has been updated to reflect the actual expenditures to-date through to end of fiscal.

You will note that given Roger's departure, we have accounted for a savings of **\$50,626** from your actuals (upcoming PM-05 staffing was added to planned staffing section). We have also added the salary amount for the incoming EX-01 (**\$65,000**) – however we were uncertain if this was originally part of the forecasted amounts.

We have also asked Marie-Chantale for a copy of the spreadsheet she shared with us at the meeting today and will re-validate once I receive it. We have moved all upcoming planned staffing activities to a separate "planned staffing section" in the spreadsheet to help you assess and decide on where you would like to focus staffing activities – based on available funding and business requirements.

For reference, we have also attached the salary forecast PDF that was shared with us ahead of this morning's meeting - which shows your initial salary projections overall (pulled from SAP?).

-

**Business case update**

I have also attached a copy of the last business case/funding pressure document that **you sent in June 2020**. We believe that we can simply update it to include more updated stats as well as the additional workload associated with the "Production of Records" requirements. Thoughts?

In the meantime, Anik and I are available to discuss.

Merci - Denis

-



## **Update on Ongoing Operational Pressures on the TBS Access to Information and Privacy (ATIP) Office - 2020-21**

This note outlines the on-going operational pressures of the TBS ATIP Office, which has seen a marked increase in the number and complexity of requests for information from the public as well as increased requests for advice and guidance on application of privacy and access to information legislation, including on the implementation of C-58 across TBS. This note also outlines initiatives undertaken to date to manage the increased demand on resources, as well as the risks and impacts of the status quo.

### **Increased volume, complexity and breadth of work for TBS ATIP and Privacy Office**

#### **ATIP Operations:**

Over the past four years, ATIP Operations has seen a steady increase in the number requests received. Our current volume workload is estimated at over 70,000 pages of records - which represents a 1.5 year workload - and continues to grow. The high volume of workload is driven by legislative changes in 2016 that eliminated the incentive for ATIP requests to be narrowed in scope, the government wide challenge in recruiting and retaining personnel to work on ATIP, the proactive disclosure of briefing materials after which follow ATIP requests, and a 100% increase in informal requests. Additionally, in 2019 PCO began a project to declassify MCs 20+ years old, which has contributed to an increase of approximately 200 consultations with TBS prior to declassifying- and it is anticipated this will continue for a number of years. As a result of the higher number of requests and pages to treat, the office has seen an increase in the outstanding carry over of active requests, increase of back-log files as well as an increase in the number of complaints about timeliness of responses.

As a model institution in light of the Minister's responsibility for the ATIP and Privacy Acts (including C-58), ATIP offices across the federal family look to TBS for guidance and best practices. Over the past two years, the TBS ATIP Office has been at the forefront of a number of open government initiatives, such as Briefing Note titles, Ministers transition material and other proactive disclosure initiatives. Our office has implemented a number of lean initiatives and has been consistently providing valuable advice to TBS policy centres and other federal government officials.

#### **Privacy Policy Unit (PPU):**

The Privacy Policy Unit (PPU) has also experienced a year-over-year increase of 25% in client engagement for review of proactive disclosures, privacy notice statements, privacy impact assessments, contracting and MOUs. Over the past three years there has been a notable uptake in the Secretariat's collection and handling of personal information as a result of significant mandate expansion (moving from three to five Deputy Heads). These sectors are undertaking more public outreach, consultation activities and taking ownership of new programs, including: Phoenix and Next Gen Pay, Claims and Damages Office, Digital Services, Modernisation /regulatory review, PSES, PSPM, and Talent Management activities by communities of practice. There continues to be an increase in reported privacy breaches, which is likely a result of the increase in collection of personal information, as well as an increase in employees' awareness of their roles and responsibilities in the reporting of privacy breaches.

In 2018, a joint audit and evaluation was undertaken by TBS to assess the adequacy and effectiveness of privacy practices and controls to support TBS' priorities. As a result, the Privacy Policy Unit was tasked with responding to three recommendations for improvement: (1) Develop a formal outreach and training plan for TBS employees to understand their obligations and implement good privacy practices (2) Work with the privacy policy unit in OCIO and the Office of the Privacy Commissioner to re-examine the design and implementation of government wide privacy impact assessment procedures and (3) Establish a formal human resources plan to identify the resources, competencies and skills needed to support the current and future volume of work.

### **Implementation of Bill C-58**

In May of 2019, the ATIP Office was asked to coordinate the implementation of C-58 legislation at TBS – in addition to the regular role of reviewing records for exemptions prior to disclosure. In order to do so, the office had to realign resources, engage key partners across the department, lead internal and external working groups, provided micro mission assignments for TBS employees, provided briefings and presentations, mapped processes for TBS officials and shared with employees, policy centres and other government departments. This has ensured a successful implementation of C-58 legislation requirements to date.

### **Human Resources challenges**

Government wide, the last few years have seen a significant increase in volume of ATIP work, without a commensurate increase in initiatives to recruit, train and retain public servants working in this field. Working to keep trained resources compounds the challenges of managing the increased volume, complexity and breadth of work for TBS ATIP and Privacy Office. Over a third of management's time is spent on recruitment, training/oversight and retention efforts. The ATIP office has on average of a dozen staffing actions performed yearly just to keep up with losses, and almost annually finds themselves confronting a 30-40 % turn over of staff in a short period. Exit interviews identify employees are leaving for promotional opportunities, to work with departments of interest based on location or subject matter, and language barriers.

### **Mitigation and risks of operating with existing resources**

To manage human resources challenges, the ATIP Office uses various staffing methods to fill vacancies, including looking at candidates for deployment, using existing pools of qualified candidates, using the TBS Talent Management program and running competitive processes. Even so, with a scarce supply, only departments that are able to provide opportunities for professional development and advancement will be able to retain employees. Apart from the resources spending in recruiting and training, as well as the impact on teams of constant turnover, the biggest risk is the vulnerability to error when files are processed by insufficient or newly onboarded personnel.

As a central agency, TBS holds a wide range of documents touching a variety of complex subjects in relation to its core responsibilities, such as horizontal issues on digital strategy, open government, greening government, financial management and spending, procurement, human resources as the employer for the public service, pay system modernization; policies for administrative, personnel, financial and organizational practices across government; and regulatory policies and regulations. TBS ATIP analysts require a high level of expertise to understand, review and analyse various types of

classified and sensitive information originating from TBS, other government institutions and third parties.

Without an increase in permanent staffing of experienced analysts, the ATIP Office will need to realign its priorities, develop longer service standards (ATIP Ops: longer extensions and missing legislative due dates; PPU: responses from 5 business days to 10, postpone some, limit support to OCIO policy centres, and other open government initiatives, and limit departmental engagement and outreach as well as the sharing of best practices with other institutions).

### **Request for Resources**

#### *ATIP and PPU*

Increase A base salary allocation from \$965,080 to \$1,362,716, representing an increase of \$397,636 annually and ongoing.

- Fund 3 new indeterminate analyst positions (to address volume, complexity and breadth of work)
- Fund 3 new indeterminate analyst position that would be filled with analysts currently on term contracts (to address human resources challenges)
- Funds a temporary help contract for \$35K to cover periods of high staff turnover and address volumes and backlogs (to address hr challenges as well as volume of work)

#### *C-58*

Continue to allocate same temporary budget of \$365,968 from 2019-20 into 2020-21.

- Funds a team of partial time of an EX-01 Director, fulltime PM-06 manager, PM-03 analyst, IS-03/CS-01 (Web coder) and a CR-04 clerk.

FC	Salary Budget	Last meeting Forecasted Salary	Forecasted Salary	Last meeting Planned Salaries	Planned Salaries	Last meeting Def./Surp.	Def./Surp.	Difference	Explanation
420103 - C58	\$ 2,858.13	\$ 501,208.18	\$ 524,131.97	\$ 74,044.93	\$ 97,149.72	-\$ 498,350.05	-\$ 521,273.84	-\$ 22,923.79	CR-04 not planned last time
420202 - ATIP	\$ 928,705.88	\$ 1,296,913.04	\$ 1,272,650.24	\$ 183,542.77	\$ 107,001.78	-\$ 368,207.16	-\$ 343,944.36	\$ 24,262.80	
All SCMA	\$ 10,934,061.39	\$ 13,526,140.43	\$ 13,444,672.58	\$ 1,168,266.17	\$ 921,623.36	-\$ 2,592,079.04	-\$ 2,510,611.19	\$ 81,467.85	

s.19(1)

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### ATIP ANNUAL SALARY FORECAST 2020-2021

Executive	Name	Level	Annual Salary	Monthly salary (incl. Bilingual bonus)	Number of Months on strength	Forecasted Salary
	Vacant - EKB Applicant from Pool	EK-01			6.5	
Intake	Name	Level	Annual Salary	Monthly salary (incl. Bilingual bonus)	Number of Months on strength	Salary forecast
	Tyler Goff	PM-05			4	
	Louise Marasco - Acting	PM-05			7	
	Johanne Seguin	PM-03			12	
	Alyssa Hogue	PM-02			12	
	Gisele Laberge	PM-01			12	
	Vanessa Racine-Summer Full Time	Student			4	
	Vanessa Racine-Part Time (15 Hours)	Student			8	
	Olivia Garnette-Summer Full Time	Student			4	
	Olivia Garnette-Part Time (15 Hours)	Student			8	
Operations	Name	Level	Annual Salary	Monthly salary (incl. Bilingual bonus)	Number of Months on strength	Salary forecast
	Anik Meredith	PM-06			12	
	Kevin Adamsons	PM-05			12	
	Annie Croteau	PM-05			12	
	Louise Marasco	PM-04			5	
	Jo-Ann MacDonald	PM-04			12	
	Lise Lacroix	PM-03			10	
	Sarah Haley	PM-03			7	
	Lise Lacroix	PM-02			2	
	Catarina Melo	PM-02			12	
	Sarah Haley-Summer Full Time	Student			4	
	Sarah Haley - Part Time (15 Hours)	Student			1	
Policy	Name	Level	Annual Salary	Monthly salary (incl. Bilingual bonus)	Number of Months on strength	Salary forecast
	Denis Robert	PM-06			12	
	Miranda Li	PM-05			12	
	Yvette Lubrun	PM-04			12	
	Sukhpreet Singh	PM-02			12	
	Anika Garg	PM-01			7	
	Anika Garg - Casual	PM-01			5	

#### Planned Staffing

Name	Level	Annual Salary	Monthly salary (incl. Bilingual bonus)	Number of Months on strength	Salary forecast
Applicant from Pool - TBD	PM-04			3	
Applicant from Pool - TBD	PM-03			3	
Applicant from Pool - TBD	PM-02			3	
TBD	CR-04			6	

#### TOTALS AND BALANCES

Total Salary Forecast (Actual) **\$1,374,192.13**

### C-58 Team ANNUAL SALARY FORECAST 2020-2021

Executive	Name	Level	Annual Salary	Monthly salary (incl. Bilingual bonus)	Number of Months on strenght	Forecasted Salary
	Danielle Golden	EX-01			12	
	Tyler Goff- Acting	PM-06			8	
	Myrna Teske	PM-05			12	
	Roger Martineau (Originally forecasted for 12 months)	PM-05			5	
	Mandy Elms	PM-02			12	
	Carter Matthews - Acting	PM-01			8.5	
	Carter Matthews	CR-04			3.5	
	IS03 Anticipatory - Greg Bell?	IS-03			7	
	PM-05 (Applicant from process - TBD)	PM-05			3	

TOTALS AND BALANCES

Total Salary Forecast (Actual) \$432,429.21

Total Planned (Anticipated - Not included in forecasted amount above) \$64,082.00



INTAKE & GOVERNANCE TEAM

IMPLEMENTATION UPDATE & WAY  
FORWARD

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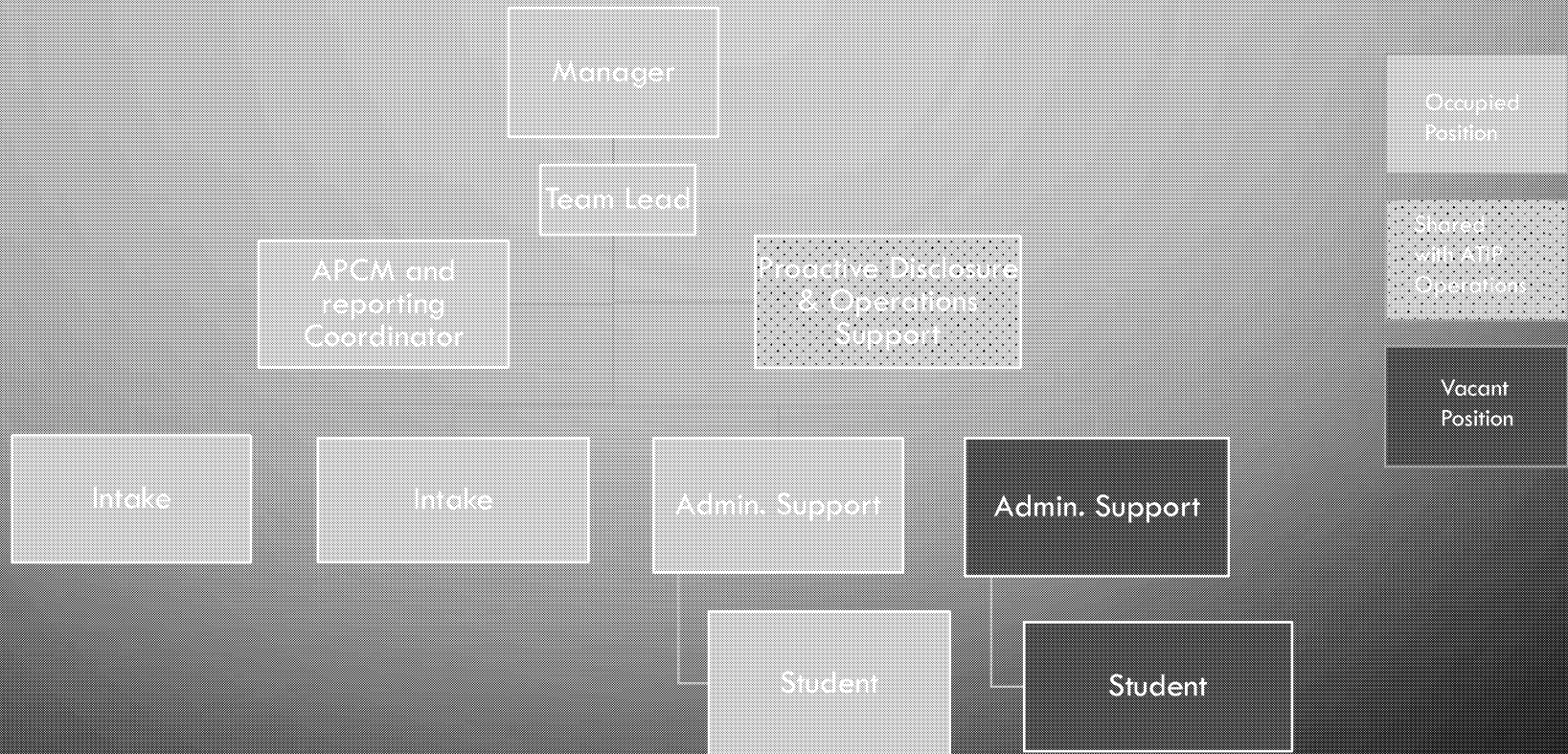
# INTAKE & GOVERNANCE IMPLEMENTATION UPDATE

- The intent of the restructuring was to implement defined structure and responsibilities to increase efficiency of day to day tasks.
- Input received from employees indicates that additional structure and definition of core responsibilities has been beneficial
- With phase 1 of the implementation complete, it is clear that there are still numerous “responsibility gaps” that exist within the directorate.
- Due to resource limitations, many of the responsibilities currently identified as “gaps” are delayed or neglected in favour of more pressing projects. Alternatively, completing responsibilities considered gaps come at the expense of other operational priorities.
- The intent of phase 2 of the Intake and Governance structure is to address existing gaps to fulfill current and future operational requirements in a sustainable fashion.



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# INTAKE & GOVERNANCE: CURRENT STRUCTURE



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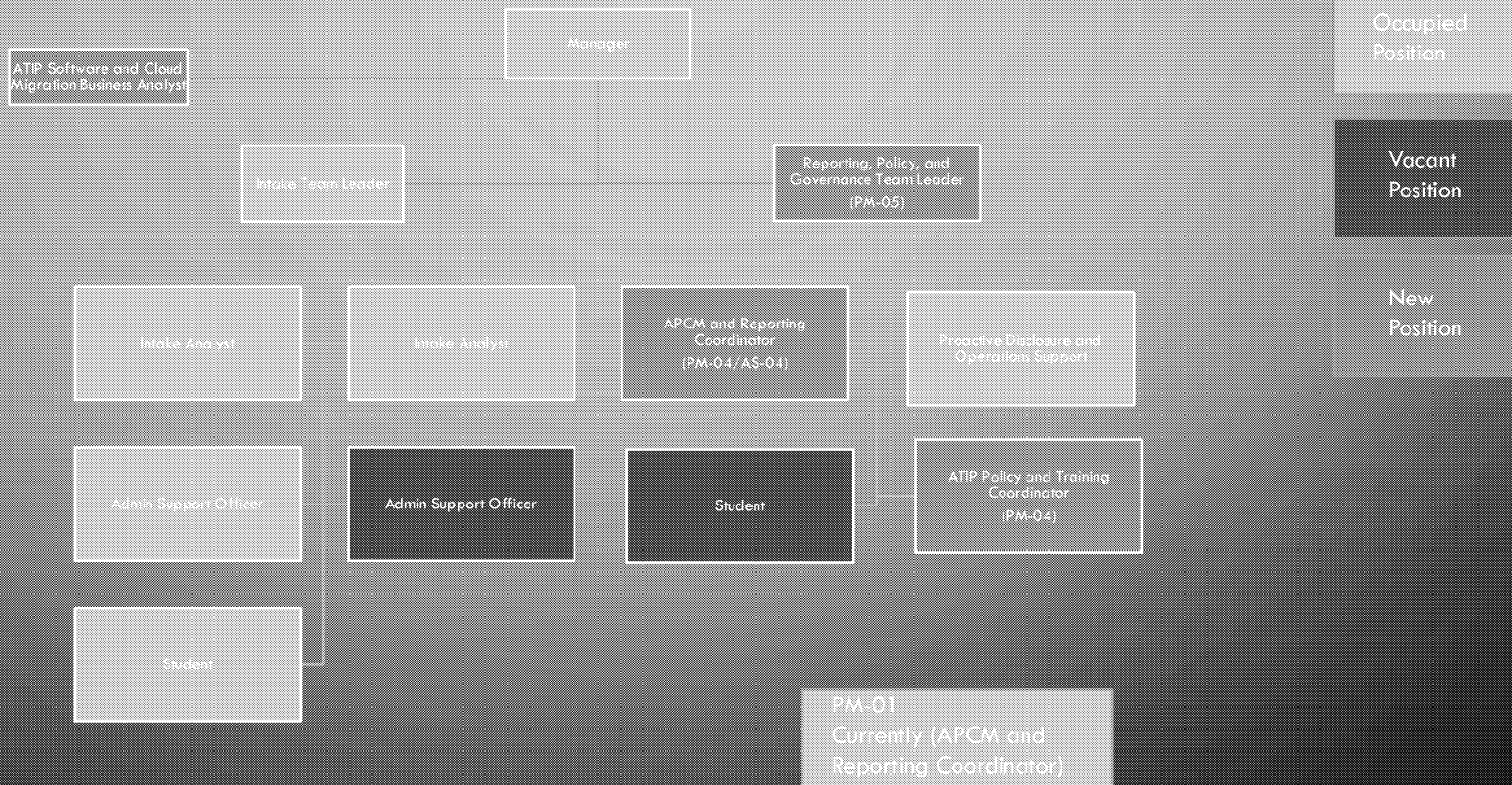
# UNASSIGNED/MISASSIGNED RESPONSIBILITIES: CURRENT STRUCTURE

Responsibility	Responsible Officer	Proposed Responsible Officer	Requires New Position/Fill Existing Position
Supervision of APCM/Reporting Coordinator and Proactive Disclosure Officer	Intake and Governance Team Leader	Reporting, Policy, and Governance Team Leader	Yes
PSPMA	Manager – Intake & Governance	Intake and Governance Team Leader / Reporting, Policy, and Governance Team Leader	Partial Yes
ATIP SLO Training Coordination & Engagement	Unassigned – Assigned as needed/ PPU	ATIP Policy and Training Coordinator	Yes
ATIP Training Development	Unassigned – Assigned as needed	ATIP Policy and Training Coordinator	Yes
ATIP Policy work	Unassigned – Assigned as needed	ATIP Policy and Training Coordinator	Yes
ATIP Procedure Development	Unassigned – Assigned as needed	ATIP Policy and Training Coordinator	Yes
IPPD/Open Government Support Initiatives	Unassigned – Assigned as needed	ATIP Policy and Training Coordinator	Yes
Retention and Disposition	Intake Analyst	APCM & Reporting Coordinator (PM-04/AS-04)	Yes
Sending Correspondance	Assigned to all analysts (Projected)	Admin Support Staff	Yes
Access Informals	ATIP Operations/Intake	Admin Support Staff	No
Ad hoc reporting	Unassigned – Assigned as needed, capacity	APCM & Reporting Coordinator (PM-04/AS-04)	Yes

Responsibility	Responsible Officer	Proposed Responsible Officer	Requires New Position/Fill Existing position
ATIP Statistical Report	Unassigned – Assigned as needed	APCM & Reporting Coordinator (PM-04/AS-04)	Yes
ATIP Annual Report	Unassigned – Assigned as needed	APCM & Reporting Coordinator (PM-04/AS-04)	Yes
Monthly Reporting/Quality Assurance Validation	Unassigned	APCM & Reporting Coordinator (PM-04/AS-04)	Yes
Digitization Initiatives (Ex: Epost, AORS, Sharepoint, GCDOcs, ATIP Solution, Cloud Migration)	Unassigned	APCM & Reporting Coordinator (PM-04/AS-04)  For Cloud Migration/ATIP Solution – Consultant Business Analyst	Yes
C58 Coordination (Not ATIP review)	Proactive Disclosure and Operations Support	Proactive Disclosure and Operations Support	No
Monthly Summaries	Privacy Policy Unit	Proactive Disclosure and Operations Support	No
C58 T&H	Privacy Policy Unit	??? / Proactive Disclosure and Operations Support	No

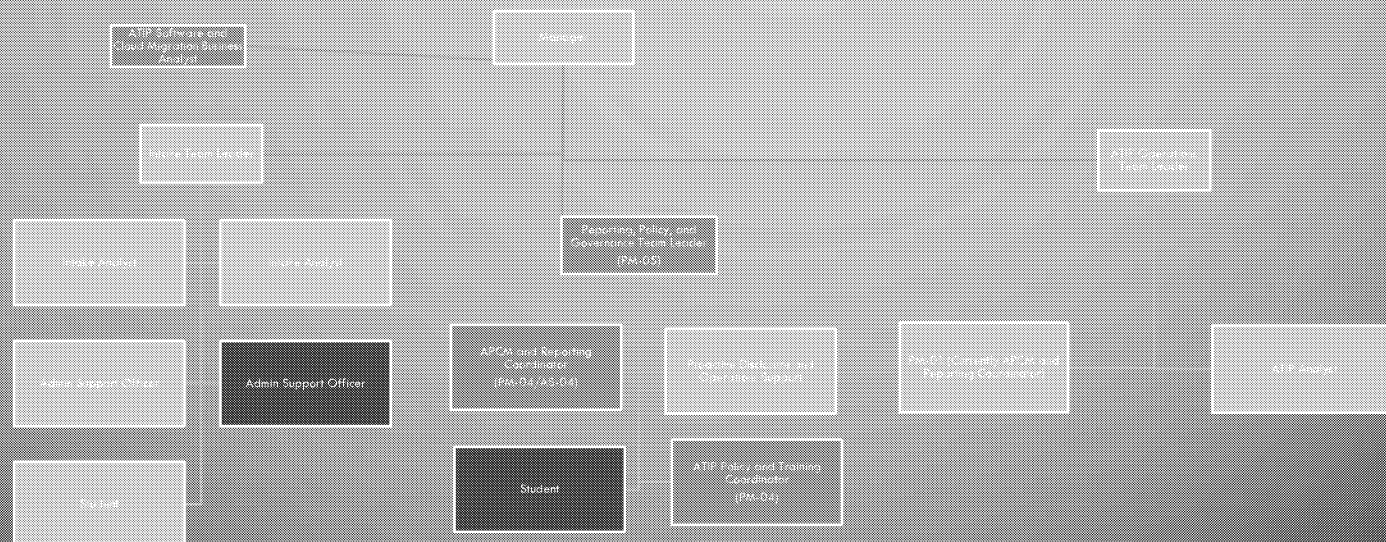
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# INTAKE & GOVERNANCE: PROPOSED STRUCTURE



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# OPTION 2: INTAKE & GOVERNANCE: PROPOSED STRUCTURE



Occupied Position

Vacant Position

New Position

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## RECOMMENDATIONS:

- Large scale projects related to IT/Digitization efforts cannot be completed with current resourcing.
- In order to continue to meet all operational priorities in a sustainable fashion, “responsibility gaps” need to be permanently addressed.
- It is recommended that these “responsibility gaps” be addressed as follows:
  - Creation of a second Supervisory PM-05 position within Intake, Policy and Governance stream to oversee the delivery of numerous key priorities
  - Creation of a permanent senior position to conduct Software maintenance, data validation, and reporting
  - Creation of a permanent senior position to develop and conduct training and outreach tools/activities to promote sound and efficient ATIP practices.
  - Approve the hiring of a Business Analyst to lead the implementation of large scale Technology initiatives such as Cloud Migration and a new ATIP solution.

s.21(1)(b)

**From:** [Golden, Danielle](#)  
**Sent:** Tuesday, September 8, 2020 10:49 AM  
**To:** [Goff, Tyler](#)  
**Cc:** [Marasco, Louise](#); [Meredith, Anik](#)  
**Subject:** FW: Bilat - Danielle/Janhabi: HR/FIN and IT issues update  
**Attachments:** ATIP Pressures update June 2020 (002).docx; 07. Key Statistics on ATI - TBS.DOCX; Salary Forecast worksheet 2020-2021 v2.xls; FOR ACTION: Equipment and resolving IT issues for ATIP

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**Importance:** High

Only remaining item is the IT issues once Louise has given you an update on last week, we need the IT issues boiled down to a couple of para for Janhabi to share with Paul ,and maybe Kelly...

I am reading an ATI file on IT and security... so one of the key priorities is usually to focus on the needs of the users... and user centred methods...

so I would like to slip that

in there too somehow 😊

Cheers

Danielle

---

**From:** Golden, Danielle  
**Sent:** September 2, 2020 3:10 PM  
**To:** Meredith, Anik <[Anik.Meredith@tbs-sct.gc.ca](mailto:Anik.Meredith@tbs-sct.gc.ca)>; Robert, Denis <[Denis.Robert@tbs-sct.gc.ca](mailto:Denis.Robert@tbs-sct.gc.ca)>; Marasco, Louise <[Louise.Marasco@tbs-sct.gc.ca](mailto:Louise.Marasco@tbs-sct.gc.ca)>  
**Subject:** FW: Bilat - Danielle/Janhabi: HR/FIN and IT issues update  
**Importance:** High

I shared the three (HR/FIN) documents with Janhabi for my bilat today, and mentioned we were updating them, and should have something for her for our Friday bilat. Let me know if I have the wrong person identified as lead for the document updates.

ATIP pressures, I mentioned we were working on adding the following 3 updates:

- a short para on COVID and IT issues (Louise) – find attached the summary provided to Caro and Janhabi that also needs to be updated (summarised) to go back to Janhabi for her conversation w Paul's team...
- update on Ops from 70,000 active pages to x, and x backlogs-late) (Anik with help from Intake or student)
- Para on production of records and impact on team (4 senior analysts for review of 800 pages working 12-18 hour days – with no work completed on business and program requirements...). (Anik with help from either Myrna or Kevin)

Key stats: to validate from June update (not sure if anyone has taken the lead – opportunity for a team lead or staff member from any team to work with Denis and Louise, and remove the 2014 colum and add a privacy advice and PIA component to it? also add the end of fiscal yr stats on C-

58: travel and hosp, list of BN... the summary stats from the key highlights for AR is the ideal place to get these stats.

Salary forecast document (Sukhpreet and Denis):

- Re-alignment in accordance with HR/Fin meeting and documents (both planned staffing and ppl being paid in fund centre identified in appropriate fund centre).

Let me know if anyone needs any additional info with the above and we can set up a quick or a few quick teams meetings.

Merci

Danielle

---

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**Sent:** September 2, 2020 1:25 PM  
**To:** Nandy, Janhabi <[Janhabi.Nandy@tbs-sct.gc.ca](mailto:Janhabi.Nandy@tbs-sct.gc.ca)>  
**Subject:** RE: Bilat - Danielle/Janhabi

Attached is the draft salary forecast worksheet the team has been working on, along with the June business case we are updating 😊 hoping to have something for you by end of week.

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**From:** Nandy, Janhabi <[Janhabi.Nandy@tbs-sct.gc.ca](mailto:Janhabi.Nandy@tbs-sct.gc.ca)>  
**Sent:** September 1, 2020 1:43 PM  
**To:** Nandy, Janhabi; Golden, Danielle  
**Subject:** Bilat - Danielle/Janhabi  
**When:** September 2, 2020 2:00 PM-2:30 PM (UTC-05:00) Eastern Time (US & Canada).  
**Where:** Microsoft Teams Meeting

Budget discussion

---

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## **Update on Ongoing Operational Pressures on the TBS Access to Information and Privacy (ATIP) Office - 2020-21**

This note outlines the on-going operational pressures of the TBS ATIP Office, which has seen a marked increase in the number and complexity of requests for information from the public as well as increased requests for advice and guidance on application of privacy and access to information legislation, including on the implementation of C-58 across TBS. This note also outlines initiatives undertaken to date to manage the increased demand on resources, as well as the risks and impacts of the status quo.

### **Increased volume, complexity and breadth of work for TBS ATIP and Privacy Office**

#### **ATIP Operations:**

Over the past four years, ATIP Operations has seen a steady increase in the number requests received. Our current volume workload is estimated at over 70,000 pages of records - which represents a 1.5 year workload - and continues to grow. The high volume of workload is driven by legislative changes in 2016 that eliminated the incentive for ATIP requests to be narrowed in scope, the government wide challenge in recruiting and retaining personnel to work on ATIP, the proactive disclosure of briefing materials after which follow ATIP requests, and a 100% increase in informal requests. Additionally, in 2019 PCO began a project to declassify MCs 20+ years old, which has contributed to an increase of approximately 200 consultations with TBS prior to declassifying- and it is anticipated this will continue for a number of years. As a result of the higher number of requests and pages to treat, the office has seen an increase in the outstanding carry over of active requests, increase of back-log files as well as an increase in the number of complaints about timeliness of responses.

As a model institution in light of the Minister's responsibility for the ATIP and Privacy Acts (including C-58), ATIP offices across the federal family look to TBS for guidance and best practices. Over the past two years, the TBS ATIP Office has been at the forefront of a number of open government initiatives, such as Briefing Note titles, Ministers transition material and other proactive disclosure initiatives. Our office has implemented a number of lean initiatives and has been consistently providing valuable advice to TBS policy centres and other federal government officials.

#### **Privacy Policy Unit (PPU):**

The Privacy Policy Unit (PPU) has also experienced a year-over-year increase of 25% in client engagement for review of proactive disclosures, privacy notice statements, privacy impact assessments, contracting and MOUs. Over the past three years there has been a notable uptake in the Secretariat's collection and handling of personal information as a result of significant mandate expansion (moving from three to five Deputy Heads). These sectors are undertaking more public outreach, consultation activities and taking ownership of new programs, including: Phoenix and Next Gen Pay, Claims and Damages Office, Digital Services, Modernisation /regulatory review, PSES, PSPM, and Talent Management activities by communities of practice. There continues to be an increase in reported privacy breaches, which is likely a result of the increase in collection of personal information, as well as an increase in employees' awareness of their roles and responsibilities in the reporting of privacy breaches.



In 2018, a joint audit and evaluation was undertaken by TBS to assess the adequacy and effectiveness of privacy practices and controls to support TBS' priorities. As a result, the Privacy Policy Unit was tasked with responding to three recommendations for improvement: (1) Develop a formal outreach and training plan for TBS employees to understand their obligations and implement good privacy practices (2) Work with the privacy policy unit in OCIO and the Office of the Privacy Commissioner to re-examine the design and implementation of government wide privacy impact assessment procedures and (3) Establish a formal human resources plan to identify the resources, competencies and skills needed to support the current and future volume of work.

### **Implementation of Bill C-58**

In May of 2019, the ATIP Office was asked to coordinate the implementation of C-58 legislation at TBS – in addition to the regular role of reviewing records for exemptions prior to disclosure. In order to do so, the office had to realign resources, engage key partners across the department, lead internal and external working groups, provided micro mission assignments for TBS employees, provided briefings and presentations, mapped processes for TBS officials and shared with employees, policy centres and other government departments. This has ensured a successful implementation of C-58 legislation requirements to date.

### **Human Resources challenges**

Government wide, the last few years have seen a significant increase in volume of ATIP work, without a commensurate increase in initiatives to recruit, train and retain public servants working in this field. Working to keep trained resources compounds the challenges of managing the increased volume, complexity and breadth of work for TBS ATIP and Privacy Office. Over a third of management's time is spent on recruitment, training/oversight and retention efforts. The ATIP office has on average of a dozen staffing actions performed yearly just to keep up with losses, and almost annually finds themselves confronting a 30-40 % turn over of staff in a short period. Exit interviews identify employees are leaving for promotional opportunities, to work with departments of interest based on location or subject matter, and language barriers.

### **Mitigation and risks of operating with existing resources**

To manage human resources challenges, the ATIP Office uses various staffing methods to fill vacancies, including looking at candidates for deployment, using existing pools of qualified candidates, using the TBS Talent Management program and running competitive processes. Even so, with a scarce supply, only departments that are able to provide opportunities for professional development and advancement will be able to retain employees. Apart from the resources spending in recruiting and training, as well as the impact on teams of constant turnover, the biggest risk is the vulnerability to error when files are processed by insufficient or newly onboarded personnel.

As a central agency, TBS holds a wide range of documents touching a variety of complex subjects in relation to its core responsibilities, such as horizontal issues on digital strategy, open government, greening government, financial management and spending, procurement, human resources as the employer for the public service, pay system modernization; policies for administrative, personnel, financial and organizational practices across government; and regulatory policies and regulations. TBS ATIP analysts require a high level of expertise to understand, review and analyse various types of

classified and sensitive information originating from TBS, other government institutions and third parties.

Without an increase in permanent staffing of experienced analysts, the ATIP Office will need to realign its priorities, develop longer service standards (ATIP Ops: longer extensions and missing legislative due dates; PPU: responses from 5 business days to 10, postpone some, limit support to OCIO policy centres, and other open government initiatives, and limit departmental engagement and outreach as well as the sharing of best practices with other institutions).

### **Request for Resources**

#### *ATIP and PPU*

Increase A base salary allocation from \$965,080 to \$1,362,716, representing an increase of \$397,636 annually and ongoing.

- Fund 3 new indeterminate analyst positions (to address volume, complexity and breadth of work)
- Fund 3 new indeterminate analyst position that would be filled with analysts currently on term contracts (to address human resources challenges)
- Funds a temporary help contract for \$35K to cover periods of high staff turnover and address volumes and backlogs (to address hr challenges as well as volume of work)

#### *C-58*

Continue to allocate same temporary budget of \$365,968 from 2019-20 into 2020-21.

- Funds a team of partial time of an EX-01 Director, fulltime PM-06 manager, PM-03 analyst, IS-03/CS-01 (Web coder) and a CR-04 clerk.

## Key Statistics on Access to Information and Privacy: TBS as a Department

	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20
<b>Types of Requests Received</b>						
<i>Access to Information Act</i>	427	503	534	574 34% increase/3 years	564	380
ATI Consultations Received from Other Government Departments	247	204	200	237	301	381
Informal ATI Received		54	281	357 561% increase/3 years	232	213
<i>Privacy Act</i>	120	129	97	93	77	87
Privacy Consultations received from other government departments	10	16	6	9	4	7
<b>Number of Requests Completed On-time*</b>						
<i>Access to Information Act</i>	419 (96%)	464 (95%)	523 (96%)	557 (93%)	518 (97%)	381 (90.7%)
<i>Privacy Act</i>	123 (98%)	116 (87%)	107 (96%)	91 (98%)	76 (95%)	87 (98.9%)
<b>Volume of Information Processed</b>						
Number of Pages Reviewed under the <i>ATI Act</i>	34,808	39,310	57,046	75,958 118% increase/3 years	46,241	15,034,607 (74)
Number of Pages Released under the <i>ATI Act</i>	23,920	23,986	32,085	49,753	33,125	21,533
Number of Pages Reviewed under the <i>Privacy Act</i>	3,444	6,706	6,112	5,089 48% increase/3 years	10,165	4433
Number of Pages Released under the <i>Privacy Act</i>	3,305	5,744	3,824	4,054	8,842	3874
<b>Complex files with over 100 pages processed</b>						
<i>Access to Information Act</i>	21,572 (64)	20,102 (44)	26,922 (82)	44,975 (116) Pages: 108% increase/3 years Files: 81% increase/3 years	28,140 (77)	16,966 (101)
<i>Privacy Act</i>	3,125 (7)	5,237 (13)	3,237 (12)	3,389 (16) Pages: 8% increase/3 years Files: 129% increase/3 years	17,971 (9)	3513 (13)
<b>Number of Complaints</b>						
<i>Access to Information Act</i>	4	15	18	17	19	16
<i>Privacy Act</i>	1	18	12	3	2	1

\*On time means within the initial statutory deadline of 30 days or within an extension period provided for in the Acts. At TBS, over the last 5 years, an average of 54% of ATI requests were responded to within 30 days.

ATIP ANNUAL SALARY FORECAST 2019-2020

Executive	Name	Level	Annual Salary	Monthly salary (incl. Bilingual bonus)	Number of Months on strength	Forecasted Salary
	Vacant - EX-01 Application from Pool	EX-01			7	
Intake	Name	Level	Annual Salary	Monthly salary (incl. Bilingual bonus)	Number of Months on strength	Salary forecast
	Tyler Goff- Acting	PM-06			12	
	Louise Marasco - Acting	PM-05			12	
	Johanne Seguin	PM-03			12	
	Alyssa Hogue	PM-02			12	
	Mandy Elms	PM-02			12	
	Gisele Laberge	PM-01			12	
	Vanessa Racine-Summer Full Time	CR-04			4	
	Vanessa Racine-Part Time (15 Hours)	CR-04			8	
	Olivia Gamette-Summer Full Time	CR-04			4	
	Olivia Gamette-Part Time (15 Hours)	CR-04			8	
Operations	Name	Level	Annual Salary	Monthly salary (incl. Bilingual bonus)	Number of Months on strength	Salary forecast
	Anik Meredith	PM-06			12	
	Tyler Goff (acting in intake)	PM-05			0	
	Myrna Teske	PM-05			12	
	Kevin Adamsons	PM-05			12	
	Annie Croteau	PM-05			12	
	Louise Marasco (acting in intake)	PM-04			0	
	Jo-Ann MacDonald	PM-04			12	
	PM/04 (Applicant from process)	PM-04			5	
	Lise Lacroix	PM-03			12	
	Sarah Haley	PM-03			7	
	Catarina Melo	PM-02			12	
	Sarah Haley-Summer Full Time	PM-01			4	
	Sarah Haley - Part Time (15 Hours)	PM-01			1	
Policy	Name	Level	Annual Salary	Monthly salary (incl. Bilingual bonus)	Number of Months on strength	Salary forecast
	Denis Robert	PM-06			12	
	Miranda Li	PM-05			12	
	Roger Martineau	PM-05			5	
	PM-05/PM-05 (Applicant from process)	PM-05			5	
	Yvette Lubrun	PM-04			12	
	Sukhpreet Singh	PM-02			12	
	Anika Garg	PM-01			7	
	Anika Garg - Casual	PM-01			5	

Planned Staffing

Name	Level	Annual Salary	Monthly salary (incl. Bilingual bonus)	Number of Months on strength	Salary forecast
Applicant from Pool	PM-04			3	
Applicant from Pool	PM-03			3	
Applicant from Pool	PM-02			3	
TBD	CR-04			6	

TOTALS AND BALANCES

Total Salary Forecast  
\$1,735,000.25

## C-58 Team ANNUAL SALARY FORECAST 2019-2020

Executive	Name	Level	Annual Salary	Monthly salary (incl. Bilingual bonus)	Number of Months on strenght	Forecasted Salary
	Danielle Golden	EX-01			12	
	Carter Matthews - Acting	PM-01			3	
	Carter Matthews	CR-04			9	
	IS03 Anticipatory - Greg Bell?	IS-03			7	

### TOTALS AND BALANCES

Total Salary Forecast	\$215,434.25
Total Full Time	\$173,049.25
Total Term	\$42,385.00

**From:** Golden, Danielle

**Sent:** Thursday, July 30, 2020 11:57 AM

**To:** Sarazin-Normand, Caroline; Nandy, Janhabi

**Cc:** Sanchez Matheus, Mercedes

**Subject:** FOR ACTION: Equipment and resolving IT issues for ATIP

**Attachments:** FOR ACTION: RSVP: CSS IT: APCM DC Migration and second migration to Cloud only  
- Performance - leading to compliance Issues;  
RE: IT Tracker; ATIP Office: 90 elgin visit and  
supplies request

---

**Importance:** High

Good morning Janhabi and Caro!

There are currently 3 evolving IT issues our team is facing that is impeding our ability to both meet legislative requirements, and new urgent priority requests:

1)

I was wondering if there was any movement on the request for a monitor for most of the team? While we are making due with regards to regular program delivery, this new line of work related to urgent production of records is nearly impossible with the work arounds the team has been facing, and again, 1 small screen to review (request attached).

2) IT technical issues:

Attached is the list of IT issues that have yet to be resolved, and are creating daily calls into IT: Of significance and affected by most staff:

- IT forgot to install Foxit on all the lap tops, or improperly configured, so our team has to manually change the source document into a PDF, and then Import records into the system individually. A file used to take about 5 to 10 minutes to upload, now can take up to an hour...
- Most of us have to re-install our redaction software, if not weekly, daily. This can sometimes also take a few reboots, and another call with IT.
- Since our migration, most of us are working in email safe mode, again, means reboot of a file 2-4 times before we are able to see an attachment. Of note, IT resolves the issue in part, closes the ticket, and the issue pops up the very next day.

3) the suggestion that our software will be migrated to the cloud – date to be confirmed:

- the existing work arounds have not been resolved, if we were to add these work arounds to that of the cloud migration work arounds (attached), in combination with working on 1 small screen, it is unlikely the team will advance quickly on any file, for at least 3-5 months.

Update on 2020-2021 legislative stats:

- Our current compliance is at approx. 75%. We have an additional 60 out of 150 late files. The additional production of records requests have also put a significant stress on the ability to work on legislative ATIP requests. Of note, this is being felt by all ATIP offices effected by the motions.
- Our intake team is making great progress on the ability to help requestors focus their requests to meet legislative requirements, but program sectors are also having a hard time proving us records in a timely fashion.

Our office will continue to work hard, find work around and work with IT to resolve the issues, but we could really use some support and proper tools.

Thank you

Danielle

---

**From:** Golden, Danielle  
**Sent:** July 17, 2020 4:14 PM  
**To:** Sarazin-Normand, Caroline <Caroline.Sarazin-Normand@tbs-sct.gc.ca>; Nandy, Janhabi <Janhabi.Nandy@tbs-sct.gc.ca>  
**Subject:** RE: Equipment for ATIP

Since we did not get the opportunity to discuss before my holidays, I thought I would confirm:

ATIP office is at full operations, all 20+ employees are working hard off a tiny screen. There are over 330 active files (ATI, Privacy, C-58, privacy advice files, consultations, and new since covid: production of records requests have also become a new norm, with exceptionally tight deadlines....)

Since our departure, our office has closed over 70 ATIP files consisting of over 7000 pages (if we keep this up, we are on track to close as much as we did last year – from home...)

Privacy policy unit has been a major increase with covid files, and the department is going full out on the other priorities  
Appearances have since tripled...

Let me know if I can be of additional assistance.

Also, I meant to get a tabulation of all the IT issues we have been accumulating... it is astounding, and the major complaint for my teams. If you like, Tyler can get it for you for the meeting next week.

Also, we are supposed to migrate to cloud in the near future... details on lag time attached – and is of concern- see attached.

So the sooner we can have a large monitor for most the staff, the better 😊

Merci

Danielle

-----Original Appointment-----

**From:** Acton, Kelly <Kelly.Acton@tbs-sct.gc.ca>  
**Sent:** July 16, 2020 12:01 PM  
**To:** Acton, Kelly; Sarazin-Normand, Caroline; Nandy, Janhabi; Golden, Danielle  
**Subject:** Equipment for ATIP  
**When:** July 17, 2020 11:45 AM-12:00 PM (UTC-05:00) Eastern Time (US & Canada).  
**Where:** Microsoft Teams Meeting

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**From:** [Goff, Tyler](#)  
**Sent:** Tuesday, September 8, 2020 11:04 AM  
**To:** [Golden, Danielle](#)  
**Subject:** RE: Bilat - Danielle/Janhabi: HR/FIN and IT issues update  
**Attachments:** IT Initiatives impacting ATIP Operations.docx

---

UNCLASSIFIED / NON CLASSIFIÉ

Yep – I can do this quickly.

I will make it more concise but do you want it in a different format/style than the attached?

---

**From:** Golden, Danielle <Danielle.Golden@tbs-sct.gc.ca>  
**Sent:** Tuesday, September 8, 2020 10:49 AM  
**To:** Goff, Tyler <Tyler.Goff@tbs-sct.gc.ca>  
**Cc:** Marasco, Louise <Louise.Marasco@tbs-sct.gc.ca>; Meredith, Anik <Anik.Meredith@tbs-sct.gc.ca>  
**Subject:** FW: Bilat - Danielle/Janhabi: HR/FIN and IT issues update  
**Importance:** High

Only remaining item is the IT issues once Louise has given you an update on last week, we need the IT issues boiled down to a couple of para for Janhabi to share with Paul ,and maybe Kelly....

I am reading an ATI file on IT and security... so one of the key priorities is usually to focus on the needs of the users... and user centred methods...

so I would like to slip that

in there too somehow 😊

Cheers

Danielle

---

**From:** Golden, Danielle  
**Sent:** September 2, 2020 3:10 PM  
**To:** Meredith, Anik <[Anik.Meredith@tbs-sct.gc.ca](mailto:Anik.Meredith@tbs-sct.gc.ca)>; Robert, Denis <[Denis.Robert@tbs-sct.gc.ca](mailto:Denis.Robert@tbs-sct.gc.ca)>; Marasco, Louise <[Louise.Marasco@tbs-sct.gc.ca](mailto:Louise.Marasco@tbs-sct.gc.ca)>  
**Subject:** FW: Bilat - Danielle/Janhabi: HR/FIN and IT issues update  
**Importance:** High

I shared the three (HR/FIN) documents with Janhabi for my bilat today, and mentioned we were updating them, and should have something for her for our Friday bilat. Let me know if I have the wrong person identified as lead for the document updates.

ATIP pressures, I mentioned we were working on adding the following 3 updates:

- a short para on COVID and IT issues (Louise) – find attached the summary provided to Caro and Janhabi that also needs to be updated (summarised) to go back to Janhabi for her conversation w Paul's team...
- update on Ops from 70,000 active pages to x, and x backlogs-late) (Anik with help from Intake or student)

- Para on production of records and impact on team (4 senior analysts for review of 800 pages working 12-18 hour days – with no work completed on business and program requirements...). (Anik with help from either Myrna or Kevin)

Key stats: to validate from June update (not sure if anyone has taken the lead – opportunity for a team lead or staff member from any team to work with Denis and Louise, and remove the 2014 colum and add a privacy advice and PIA component to it? also add the end of fiscal yr stats on C-58: travel and hosp, list of BN... the summary stats from the key highlights for AR is the ideal place to get these stats.

Salary forecast document (Sukhpreet and Denis):

- Re-alignment in accordance with HR/Fin meeting and documents (both planned staffing and ppl being paid in fund centre identified in appropriate fund centre).

Let me know if anyone needs any additional info with the above and we can set up a quick or a few quick teams meetings.

Merci

Danielle

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**Sent:** September 2, 2020 1:25 PM  
**To:** Nandy, Janhabi <[Janhabi.Nandy@tbs-sct.gc.ca](mailto:Janhabi.Nandy@tbs-sct.gc.ca)>  
**Subject:** RE: Bilat - Danielle/Janhabi

Attached is the draft salary forecast worksheet the team has been working on, along with the June business case we are updating ☺ hoping to have something for you by end of week.

-----Original Appointment-----

**From:** Nandy, Janhabi <[Janhabi.Nandy@tbs-sct.gc.ca](mailto:Janhabi.Nandy@tbs-sct.gc.ca)>  
**Sent:** September 1, 2020 1:43 PM  
**To:** Nandy, Janhabi; Golden, Danielle  
**Subject:** Bilat - Danielle/Janhabi  
**When:** September 2, 2020 2:00 PM-2:30 PM (UTC-05:00) Eastern Time (US & Canada).  
**Where:** Microsoft Teams Meeting

Budget discussion

---

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## **IT Initiatives impacting ATIP Operations**

### **Issue:**

The ATIP office is currently experiencing a number of IT issues resulting from the TBS initiative to implement Microsoft Office 365 (MS 365) which continue to have a significant impact on ATIP operations. Furthermore, a number of additional IT initiatives that are anticipated to occur throughout the fiscal year will likely reduce legislative compliance under the Access to Information and Privacy Acts.

### **Considerations:**

The attached IT initiatives are underway or anticipated in fiscal year 2020-2021 and are expected to require a significant resource investment during implementation. It is also expected, based on other IT initiatives, that each of these initiatives will result in unanticipated technological issues or limitations that will negatively impact ATIP legislative compliance.

The cumulative effect of these different issues and implementations requires that the ATIP office commit limited resources at the expense of legislative compliance. Further hindering matters is the limited engagement and support from IT in addressing IT issues in a timely fashion.

With current resource allocation, the IT initiatives outlined below represent under 10% of the time allocation for a PM-01 and PM-06. As the implementation deadlines approach, it is expected that additional resources will assist at the expense of legislative compliance.

*(1)MS Office 365:*

Background:

- TBS initiative to implement MS Office 365 in support of remote working conditions has resulted in ATIP users having significant difficulties since implementation.

Issues:

- ATIP users have difficulty opening documents in MS Word, Powerpoint, and Excel since implementation.
- Redaction Software has lost key functionalities such as:
  - Ability to scan documents using Print 2 Image
  - Ability to Import documents from one ATIP file to another
  - Ability to access files directly from redaction software
  - Ability to modify administrative

Status:

- IT advises that a permanent fix to address MS programs will be adopted soon, requiring modifications to GPO.
- IT advises that it may not be possible to resolve issues being experienced in redaction software citing that: the driver is more than 10 years old, limited vendor support, and only compatible with Windows 7

Impact:

- MS program functionality has been a significant irritant to remote working conditions but is expected to have minimal impact.
- Inability to leverage functionalities of redaction software continues to have significant impacts on the ATIP process. Workarounds have been developed but are significantly less efficient and have required additional resource allocation and over time. This is expected to continue unless a solution is identified.

## *(2) Character Recognition (OCR)*

### Background:

- The Redaction software has the functionality to allow for character recognition (keyword searching in documents). Due to previous IT initiatives, this functionality has been disabled.

### Issues:

- ATIP users have been unable to conduct keyword searches in documents within the redaction software. This requires additional effort to ensure consistency between documents within large ATIP requests.

### Status:

- The ATIP office is informed that OCR can be activated with the installation of Microsoft Office Document Imaging 2003+. After several attempts with IT services dating back several months, there has been limited traction from IT.

### Impact:

- Inability to conduct character searches within redaction software results in consistency challenges for requests with voluminous documents. This was a significant issue encountered in recent Production Motions.

### *(3) Cloud Migration:*

#### Background:

- The TBS initiative to migrate TBS servers to a Protected B Cloud Network introduces a number of performance, migration, and procedural challenges for the ATIP office. The ATIP redactions software currently stores documents classified up to Secret.

#### Issues:

- Prior to migrating to the Cloud Network, ATIP office will need to transfer Secret Documents onto GCSI and/or a temporary Secret platform.
- Procedures/training will need to be developed to separate and store documents according to classification within each ATIP request. (Ex: Protected B and lower documents will be saved on the Cloud Network, Secret Documents will be saved on GCSI/Temporary Secret Platform).
- Use of case management and redaction software on Cloud Network is less efficient than the current arrangement. The case management system is integrated with email and letter templates used to generate correspondence and to store documents of business value. This functionality will be significantly impeded by Cloud Network usage.
- IT has been unable to assure the ATIP office that network responsiveness will not be negatively impacted with up to 30 simultaneous users.

#### Status:

- The migration, which was originally scheduled for March 2020, has been postponed as a result of COVID-19. IT has implemented a temporary network but still intends to migrate ATIP content to Cloud Networks.

#### Impact:

- The cumulative impact of migration, procedural/training, and system performance issues will likely be significant for the ATIP office when this initiative is revisited.

#### *(4) ATIP Online Request Service 3.0:*

##### Background:

- The OCIO is preparing to launch its latest version of the ATIP Online request service in fall 2020. The new request service will enable institutions to respond to ATIP applicants via the online portal in some cases.

##### Issues:

- The ATIP online request portal 3.0 will allow institutions to upload ATIP documents directly to the portal. Currently, the ATIP office will provide ATIP responses via email and or mail and will require entirely new procedures to facilitate the use of the portal. This issue is complicated by the fact that the limited delegated authority requires approval by the Director or ATIP manager before uploads to the portal can occur.
- The portal can only be used by the ATIP office should the applicant submit their request in this fashion. Requests submitted by email, fax, or mail will need to be processed outside the system and will require the ATIP office to follow a different procedure than that for the portal.
- For requests submitted via the ATIP request portal, other correspondence with the requester such as acknowledgements, clarifications, and extensions are not able to be sent to the requester via the portal.

##### Status:

- The ATIP office is attending training sessions hosted by OCIO and has begun work to prepare for this transition.

##### Impact:

- The impact associated with this initiative is primarily associated with updating procedures to respect delegated authorities and training staff. However, the requirements for ATIP analysts to use another system is expected to have an operational impact.

## *(5) New ATIP Request Processing Software*

### Background:

- The OCIO has initiated an RFP for ATIP institutions to select new ATIP request processing software. TBS ATIP office is expected to be the first institution to acquire and implement the new software.

### Issues:

- The current software being used by Analysts has been in place for the last 10 years and analysts have developed efficiency in conducting ATIP reviews using this system. A new system is anticipated to have a significant learning curve as well as system limitations that will need to be addressed during deployment.
- OCIO has provided a guide to institutions advising that resources will need to be allocated for the purposes of contracting and installation. Both of these are anticipated to be significant undertakings.
- Correspondence templates, case management actions, user information, and files (incomplete and complete files not yet exceeding 2 years since last administrative action) will need to be transferred from the current system to the new software. This is anticipated to be a significant undertaking.

### Status:

- The ATIP office has participated with OCIO throughout the RFP process and is taking action to prepare for new request processing software.

### Impact:

- The cumulative impact of contracting, installation, user configuration, and training for this initiative is expected to be significant. Previous transitions between ATIP processing software would be modestly characterized as challenging which is also expected in this case.



**From:** [Goff, Tyler](#)  
**Sent:** Wednesday, September 9, 2020 10:43 AM  
**To:** [Golden, Danielle](#)  
**Cc:** [Marasco, Louise](#); [Meredith, Anik](#)  
**Subject:** RE: Bilat - Danielle/Janhabi: HR/FIN and IT issues update  
**Attachments:** Information Technology Challenges - 1 pager.docx

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UNCLASSIFIED / NON CLASSIFIÉ

Hi Danielle,

Please find attached a 1 pager on IT issues.

Let me know if you would like any changes.

Thanks,

Tyler

---

**From:** Golden, Danielle <Danielle.Golden@tbs-sct.gc.ca>  
**Sent:** Tuesday, September 8, 2020 10:49 AM  
**To:** Goff, Tyler <Tyler.Goff@tbs-sct.gc.ca>  
**Cc:** Marasco, Louise <Louise.Marasco@tbs-sct.gc.ca>; Meredith, Anik <Anik.Meredith@tbs-sct.gc.ca>  
**Subject:** FW: Bilat - Danielle/Janhabi: HR/FIN and IT issues update  
**Importance:** High

Only remaining item is the IT issues once Louise has given you an update on last week, we need the IT issues boiled down to a couple of para for Janhabi to share with Paul ,and maybe Kelly....

I am reading an ATI file on IT and security... so one of the key priorities is usually to focus on the needs of the users... and user centred methods..

so I would like to slip that

in there too somehow 😊

Cheers

Danielle

---

**From:** Golden, Danielle  
**Sent:** September 2, 2020 3:10 PM  
**To:** Meredith, Anik <Anik.Meredith@tbs-sct.gc.ca>; Robert, Denis <Denis.Robert@tbs-sct.gc.ca>; Marasco, Louise <Louise.Marasco@tbs-sct.gc.ca>  
**Subject:** FW: Bilat - Danielle/Janhabi: HR/FIN and IT issues update  
**Importance:** High

I shared the three (HR/FIN) documents with Janhabi for my bilat today, and mentioned we were updating them, and should have something for her for our Friday bilat. Let me know if I have the wrong person identified as lead for the document updates.

ATIP pressures, I mentioned we were working on adding the following 3 updates:

- a short para on COVID and IT issues (Louise) – find attached the summary provided to Caro and Janhabi that also needs to be updated (summarised) to go back to Janhabi for her conversation w Paul's team...
- update on Ops from 70,000 active pages to x, and x backlogs-late) (Anik with help from Intake or student)
- Para on production of records and impact on team (4 senior analysts for review of 800 pages working 12-18 hour days – with no work completed on business and program requirements...). (Anik with help from either Myrna or Kevin)

Key stats: to validate from June update (not sure if anyone has taken the lead – opportunity for a team lead or staff member from any team to work with Denis and Louise, and remove the 2014 colum and add a privacy advice and PIA component to it? also add the end of fiscal yr stats on C-58: travel and hosp, list of BN... the summary stats from the key highlights for AR is the ideal place to get these stats.

Salary forecast document (Sukhpreet and Denis):

- Re-alignment in accordance with HR/Fin meeting and documents (both planned staffing and ppl being paid in fund centre identified in appropriate fund centre).

Let me know if anyone needs any additional info with the above and we can set up a quick or a few quick teams meetings.

Merci

Danielle

---

**From:** Golden, Danielle  
**Sent:** September 2, 2020 1:25 PM  
**To:** Nandy, Janhabi <[Janhabi.Nandy@tbs-sct.gc.ca](mailto:Janhabi.Nandy@tbs-sct.gc.ca)>  
**Subject:** RE: Bilat - Danielle/Janhabi

Attached is the draft salary forecast worksheet the team has been working on, along with the June business case we are updating ☺ hoping to have something for you by end of week.

-----Original Appointment-----

**From:** Nandy, Janhabi <[Janhabi.Nandy@tbs-sct.gc.ca](mailto:Janhabi.Nandy@tbs-sct.gc.ca)>  
**Sent:** September 1, 2020 1:43 PM  
**To:** Nandy, Janhabi; Golden, Danielle  
**Subject:** Bilat - Danielle/Janhabi  
**When:** September 2, 2020 2:00 PM-2:30 PM (UTC-05:00) Eastern Time (US & Canada).  
**Where:** Microsoft Teams Meeting

Budget discussion

---

[Join Microsoft Teams Meeting](#)

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### **Information Technology Challenges:**

The ATIP Office faces several information technology challenges in fiscal year 2020-2021 originating from departmental and government-wide initiatives. The ATIP office does not have permanently dedicated resources to implement information technology initiatives thereby resulting in resources being reallocated from ATIP Operations and exacerbating challenges associated with maintaining legislative compliance. The ATIP Office is currently developing implementation strategies for the following information technology initiatives:

- **Microsoft Office 365, Departmental Initiative (Ongoing):** The ATIP Office continues to experience issues originating from the upgrade to Microsoft Office 365 and conflicts with the ATIP Case Management and Redaction software, a third party program for which developer support is limited.

The inability to leverage functionalities of redaction software continues to have significant impacts on the ATIP process. Workarounds have been developed but are significantly less efficient and have required additional resource allocation and over time.

- **Character Recognition Software, ATIP Initiative (Ongoing):** As a result of previous software and operating system upgrades, Character Recognition functionalities within the ATIP Redaction software is no longer functional.

The inability to conduct character searches within redaction software results in consistency challenges for requests with voluminous documents.

- **ATIP Software Cloud Migration, Departmental Initiative (Postponed, originally scheduled for March 2020):** The ATIP Office has held numerous discussions with IT services regarding the departmental initiative to migrate ATIP software to Cloud Networks.

The migration of ATIP software between networks and the development and implementation of operating procedures for this new environment will be significant. Furthermore, the ATIP Office has identified a number of user operability issues and software conflicts associated with the ATIP software on the Cloud Network that will likely impact ATIP Operations.

- **ATIP Online Request Service 3.0, Government-wide Initiative (Fall 2020):** The ATIP Office is preparing for the new online request service will enable institutions to respond to ATIP applicants via an online portal.

The implementation and configuration of the new request portal and the procedural development and staff training associated with its use is expected to have an impact on ATIP Operations.

- **ATIP Request Processing Software, Government-wide Initiative (Winter 2021):** The ATIP Office is preparing for new ATIP processing software following the completion of the government wide procurement process.

The procurement, implementation and migration of the new software will be significant endeavour and may require the acquisition of professional services. Furthermore, software training will likely be required to the ATIP Office to facilitate a transition from the current software which has been in place for approximately 10 years.



# INTAKE & GOVERNANCE TEAM

ROLES & RESPONSIBILITIES

Olivia Garnette

# OVERVIEW

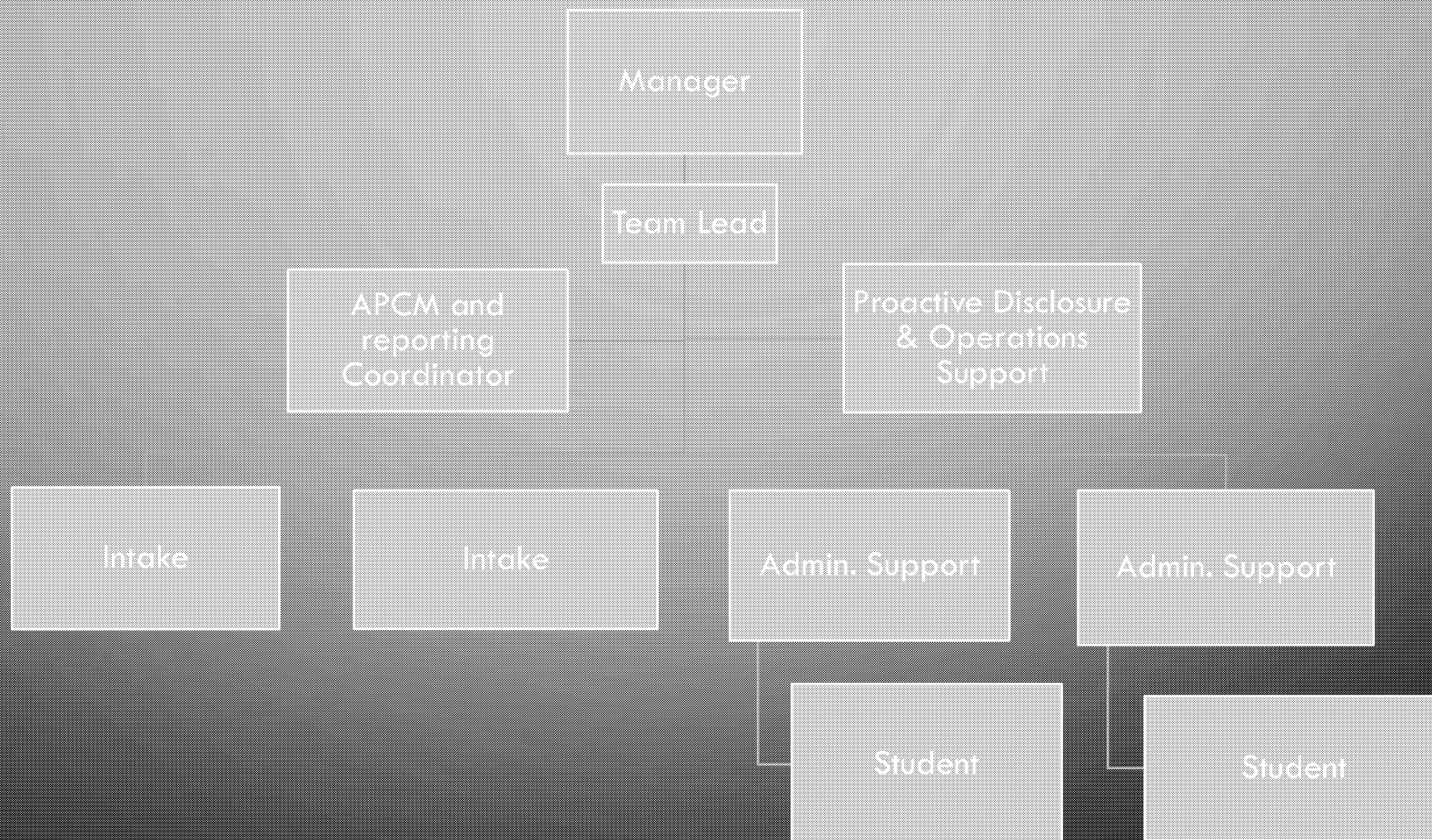
This deck will be used as a reference material for the ATIP team as a whole of the new procedures in the office, as well as clarify the roles and responsibilities of the Intake and Governance team.

## INTAKE AND GOVERNANCE: PROPOSED WAY FORWARD

- The Intake and Governance Team will be comprised of two separate streams: Intake and Administrative Support.
- Both are essential in streamlining the tasking and administrative actions that happen prior to receiving a request or consultation, during and after a file is created.
- Having two separate and distinct streams with their own roles and responsibilities aims to make things more efficient and clear for the Operations and Intake and Governance Teams.
- It is important to note that the two streams will work closely together, but will have their own separate responsibilities.



# INTAKE & GOVERNANCE: PROPOSED STRUCTURE



# INTAKE TEAM: ROLES & RESPONSIBILITIES

- Roles & Responsibilities
  - Research requests
  - Clarify requests
  - Task requests
  - Attach responsive records to file
  - Correspond w. other sectors for AC's
  - Correspond w. requester about their request
  - Review AC files
  - Prepare No records responses

# ADMINISTRATIVE SUPPORT TEAM: ROLES & RESPONSIBILITIES

- Roles & Responsibilities
  - Open Requests (physical & digital files)
  - Scan responsive records
  - Index responsive records
  - Highlight OPI recommendations in responsive records
  - Admin and tasking support for Intake Team
  - Outgoing mail
  - Shredding
  - Closed File Management

# EXAMPLE PROCESS

Step 1: Send acknowledgement to requester. Research request. Clarify with OPI. Clarify with requester.

Step 2: Attach records from OPI to file, put records in "Tasking" bin for Admin Support.

Intake Team  
Tasks New  
Requests

Admin. Support  
Team opens file

Step 1: Open digital request via ATP Inbox OR Open physical request from "New Request" bin.

Step 2: Put (physical) file into "Requests for Tasking" bin at Admin Office OR Put (digital) file in intake tree on APCM.

TL for QA

Admin.  
Support  
Scanning

Step 1: Retrieve records from Tasking bin. Scan response records into APCM.  
Step 2: Highlight and Index.  
Step 3: Task to TL.

Records to  
Analyst

Step 1: Analyst reviews, researches & consults OPI & requester.  
Step 2: Analyst fills out "Tasking Sheet" for Admin team & places it in "Tasking" bin for Admin Support.

Admin Task  
Sheet

Step 1: Complete tasks checked off by Analyst, to be completed by due date indicated. Return empty folder to analyst indicated on file.

Step 1: Intake team corresponds with AC's and reviews AC files.

AC's to Intake  
Team/Operati  
ons Team

Step 1: Intake team prepares No Records Response.  
Step 2: Place in "Outgoing" bin for Admin support to mail.

TL assigns  
file

No Records to  
Intake Team

## OFFICE SPACE CHANGES & ADDITIONS

- In order to facilitate a clear distinction between the Intake Team and the Administrative support Team, there will be new additions to the front half of the office to ensure files, tasks and responsibilities are passed to the correct people

# BINS

- At the moment we have three bins in operation.
  - Incoming Correspondance (Inbox)
  - Outgoing Correspondance (Outbox)
  - Scanning
- These bins will now be divided between the Intake Team and Administrative Support Team based on their respective responsibilities.
- Intake Team
  - Incoming Correspondance (Inbox) – OPI responses/Requesters
  - Tasking
- Administrative Support Team
  - Scanning
  - \*New Requests
  - Outgoing Correspondance (Outbox)
- \*New Requests will have their own bin, as it is now the responsibility of the Administrative Support Team to open all New Requests. There will also be a tree in APCM dedicated to the Intake team as a whole that will have the electronic requests sent via ATIP inbox, and opened by the admin team. The Intake Team is responsible for checking both the tree and New Request bins every day.



QUESTIONS?

**From:** Goff, Tyler

**Sent:** Wednesday, August 26, 2020 10:35 AM

**To:** Meredith, Anik

**Subject:** IT initiatives note

**Attachments:** IT Initiatives impacting ATIP Operations.docx

---

Hi Anik,

Just to put everything in one place if briefings are ever required.

I told Danielle before she left that we are doing are best but the scale of these initiatives with current resource allocations are very tough...

Let me know if you have any thoughts – will probably pass to Danielle once I have updated.

Tyler Goff  
Acting Manager, ATIP Intake & Governance  
Treasury Board of Canada Secretariat  
(P): (343)550-0026



## IT Initiatives impacting ATIP Operations

### **Issue:**

The ATIP office is currently experiencing a number of IT issues resulting from the TBS initiative to implement Microsoft Office 365 (MS 365) which continue to have a significant impact on ATIP operations. Furthermore, a number of additional IT initiatives that are anticipated to occur throughout the fiscal year will likely reduce legislative compliance under the Access to Information and Privacy Acts.

### **Considerations:**

The attached IT initiatives are underway or anticipated in fiscal year 2020-2021 and are expected to require a significant resource investment during implementation. It is also expected, based on other IT initiatives, that each of these initiatives will result in unanticipated technological issues or limitations that will negatively impact ATIP legislative compliance.

The cumulative effect of these different issues and implementations requires that the ATIP office commit limited resources at the expense of legislative compliance. Further hindering matters is the limited engagement and support from IT in addressing IT issues in a timely fashion.

With current resource allocation, the IT initiatives outlined below represent under 10% of the time allocation for a PM-01 and PM-06. As the implementation deadlines approach, it is expected that additional resources will assist at the expense of legislative compliance.

*(1)MS Office 365:*

Background:

- TBS initiative to implement MS Office 365 in support of remote working conditions has resulted in ATIP users having significant difficulties since implementation.

Issues:

- ATIP users have difficulty opening documents in MS Word, Powerpoint, and Excel since implementation.
- Redaction Software has lost key functionalities such as:
  - Ability to scan documents using Print 2 Image
  - Ability to Import documents from one ATIP file to another
  - Ability to access files directly from redaction software
  - Ability to modify administrative

Status:

- IT advises that a permanent fix to address MS programs will be adopted soon, requiring modifications to GPO.
- IT advises that it may not be possible to resolve issues being experienced in redaction software citing that: the driver is more than 10 years old, limited vendor support, and only compatible with Windows 7

Impact:

- MS program functionality has been a significant irritant to remote working conditions but is expected to have minimal impact.
- Inability to leverage functionalities of redaction software continues to have significant impacts on the ATIP process. Workarounds have been developed but are significantly less efficient and have required additional resource allocation and over time. This is expected to continue unless a solution is identified.

## *(2) Character Recognition (OCR)*

### Background:

- The Redaction software has the functionality to allow for character recognition (keyword searching in documents). Due to previous IT initiatives, this functionality has been disabled.

### Issues:

- ATIP users have been unable to conduct keyword searches in documents within the redaction software. This requires additional effort to ensure consistency between documents within large ATIP requests.

### Status:

- The ATIP office is informed that OCR can be activated with the installation of Microsoft Office Document Imaging 2003+. After several attempts with IT services dating back several months, there has been limited traction from IT.

### Impact:

- Inability to conduct character searches within redaction software results in consistency challenges for requests with voluminous documents. This was a significant issue encountered in recent Production Motions.

### *(3) Cloud Migration:*

#### Background:

- The TBS initiative to migrate TBS servers to a Protected B Cloud Network introduces a number of performance, migration, and procedural challenges for the ATIP office. The ATIP redactions software currently stores documents classified up to Secret.

#### Issues:

- Prior to migrating to the Cloud Network, ATIP office will need to transfer Secret Documents onto GCSI and/or a temporary Secret platform.
- Procedures/training will need to be developed to separate and store documents according to classification within each ATIP request. (Ex: Protected B and lower documents will be saved on the Cloud Network, Secret Documents will be saved on GCSI/Temporary Secret Platform).
- Use of case management and redaction software on Cloud Network is less efficient than the current arrangement. The case management system is integrated with email and letter templates used to generate correspondence and to store documents of business value. This functionality will be significantly impeded by Cloud Network usage.
- IT has been unable to assure the ATIP office that network responsiveness will not be negatively impacted with up to 30 simultaneous users.

#### Status:

- The migration, which was originally scheduled for March 2020, has been postponed as a result of COVID-19. IT has implemented a temporary network but still intends to migrate ATIP content to Cloud Networks.

#### Impact:

- The cumulative impact of migration, procedural/training, and system performance issues will likely be significant for the ATIP office when this initiative is revisited.

#### *(4) ATIP Online Request Service 3.0:*

##### Background:

- The OCIO is preparing to launch its latest version of the ATIP Online request service in fall 2020. The new request service will enable institutions to respond to ATIP applicants via the online portal in some cases.

##### Issues:

- The ATIP online request portal 3.0 will allow institutions to upload ATIP documents directly to the portal. Currently, the ATIP office will provide ATIP responses via email and or mail and will require entirely new procedures to facilitate the use of the portal. This issue is complicated by the fact that the limited delegated authority requires approval by the Director or ATIP manager before uploads to the portal can occur.
- The portal can only be used by the ATIP office should the applicant submit their request in this fashion. Requests submitted by email, fax, or mail will need to be processed outside the system and will require the ATIP office to follow a different procedure than that for the portal.
- For requests submitted via the ATIP request portal, other correspondence with the requester such as acknowledgements, clarifications, and extensions are not able to be sent to the requester via the portal.

##### Status:

- The ATIP office is attending training sessions hosted by OCIO and has begun work to prepare for this transition.

##### Impact:

- The impact associated with this initiative is primarily associated with updating procedures to respect delegated authorities and training staff. However, the requirements for ATIP analysts to use another system is expected to have an operational impact.

## *(5) New ATIP Request Processing Software*

### Background:

- The OCIO has initiated an RFP for ATIP institutions to select new ATIP request processing software. TBS ATIP office is expected to be the first institution to acquire and implement the new software.

### Issues:

- The current software being used by Analysts has been in place for the last 10 years and analysts have developed efficiency in conducting ATIP reviews using this system. A new system is anticipated to have a significant learning curve as well as system limitations that will need to be addressed during deployment.
- OCIO has provided a guide to institutions advising that resources will need to be allocated for the purposes of contracting and installation. Both of these are anticipated to be significant undertakings.
- Correspondence templates, case management actions, user information, and files (incomplete and complete files not yet exceeding 2 years since last administrative action) will need to be transferred from the current system to the new software. This is anticipated to be a significant undertaking.

### Status:

- The ATIP office has participated with OCIO throughout the RFP process and is taking action to prepare for new request processing software.

### Impact:

- The cumulative impact of contracting, installation, user configuration, and training for this initiative is expected to be significant. Previous transitions between ATIP processing software would be modestly characterized as challenging which is also expected in this case.

**From:** [Golden, Danielle](#)  
**Sent:** Tuesday, September 1, 2020 4:32 PM  
**To:** [Meredith, Anik](#); [Goff, Tyler](#); [Marasco, Louise](#); [Robert, Denis](#)  
**Subject:** FW: FOR ACTION: RE: ATIP business case to  
update from June to submit Janhabi  
**Attachments:** ATIP Pressures update June 2020 (002).docx; 07. Key Statistics on ATI - TBS.DOCX

---

Can we once again take a crack at updating these?

For the key stats, we just need to verify still accurate from our quasi official AR stats collected...  
What do you think if we remove the 2014-15 stats and add a 2020-21 status update of active case  
load April 1-August 30th? I think that would show existing pressures (as mentioned by Anik this  
morning) or we just speak of it in ATIP pressures, I'm ok with either.

Thank you

Danielle

---

**From:** Golden, Danielle  
**Sent:** June 17, 2020 2:44 PM  
**To:** Nandy, Janhabi <[Janhabi.Nandy@tbs-sct.gc.ca](mailto:Janhabi.Nandy@tbs-sct.gc.ca)>  
**Cc:** Sanchez Matheus, Mercedes <[Mercedes.SanchezMatheus@tbs-sct.gc.ca](mailto:Mercedes.SanchezMatheus@tbs-sct.gc.ca)>; Meredith, Anik  
<[Anik.Meredith@tbs-sct.gc.ca](mailto:Anik.Meredith@tbs-sct.gc.ca)>; Goff, Tyler <[Tyler.Goff@tbs-sct.gc.ca](mailto:Tyler.Goff@tbs-sct.gc.ca)>; Robert, Denis  
<[Denis.Robert@tbs-sct.gc.ca](mailto:Denis.Robert@tbs-sct.gc.ca)>  
**Subject:** FOR ACTION: RE: ATIP business case to submit to Caro / kelly

Classification : PROTECTED A / PROTÉGÉ A

Hello!

Find attached the updated version with positions identified for C-58. Your changes were great!

As for the spread sheet, I don't have the copy with the final numbers from MC and MP. But I do  
recall that we identified 3 ppl at the highest salary to account for our ask: we can never get PM-  
05s and 04s, so that's why the ask in the spreadsheet has never actually matched the Business  
case request... if we ask for 5 or 6 Jr staff, we will be told it's too many FTEs..., so we identify at  
PM-05s and 04s to get the salary equivalency...

DND, HC, GAC all have between 20-50 vacancies at those levels.... And have for years... we've been  
real lucky in recruitment, just not retention...

Let me know if you want me to forward it or if you wanted to add a pitch – I re-included the stats  
so Caro has one stop shop ☺

---

**From:** Nandy, Janhabi  
**Sent:** June 17, 2020 2:03 PM  
**To:** Golden, Danielle <[Danielle.Golden@tbs-sct.gc.ca](mailto:Danielle.Golden@tbs-sct.gc.ca)>  
**Subject:** ATIP business case

Hi Danielle – Please review the attached, mostly stylistic changes. Most important is the end, with the summary of the request for resources. I don't think its correct, but I couldn't see any numbers in the spreadsheet – Can you summarize that section properly with what it is that we are seeking to be funded. COB today if you can. Thanks, Janhabi

**Janhabi Nandy**

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[Janhabi.Nandy@tbs-sct.gc.ca](mailto:Janhabi.Nandy@tbs-sct.gc.ca) / Tél. 613-323-5242



## **Update on Ongoing Operational Pressures on the TBS Access to Information and Privacy (ATIP) Office - 2020-21**

This note outlines the on-going operational pressures of the TBS ATIP Office, which has seen a marked increase in the number and complexity of requests for information from the public as well as increased requests for advice and guidance on application of privacy and access to information legislation, including on the implementation of C-58 across TBS. This note also outlines initiatives undertaken to date to manage the increased demand on resources, as well as the risks and impacts of the status quo.

### **Increased volume, complexity and breadth of work for TBS ATIP and Privacy Office**

#### **ATIP Operations:**

Over the past four years, ATIP Operations has seen a steady increase in the number requests received. Our current volume workload is estimated at over 70,000 pages of records - which represents a 1.5 year workload - and continues to grow. The high volume of workload is driven by legislative changes in 2016 that eliminated the incentive for ATIP requests to be narrowed in scope, the government wide challenge in recruiting and retaining personnel to work on ATIP, the proactive disclosure of briefing materials after which follow ATIP requests, and a 100% increase in informal requests. Additionally, in 2019 PCO began a project to declassify MCs 20+ years old, which has contributed to an increase of approximately 200 consultations with TBS prior to declassifying- and it is anticipated this will continue for a number of years. As a result of the higher number of requests and pages to treat, the office has seen an increase in the outstanding carry over of active requests, increase of back-log files as well as an increase in the number of complaints about timeliness of responses.

As a model institution in light of the Minister's responsibility for the ATIP and Privacy Acts (including C-58), ATIP offices across the federal family look to TBS for guidance and best practices. Over the past two years, the TBS ATIP Office has been at the forefront of a number of open government initiatives, such as Briefing Note titles, Ministers transition material and other proactive disclosure initiatives. Our office has implemented a number of lean initiatives and has been consistently providing valuable advice to TBS policy centres and other federal government officials.

#### **Privacy Policy Unit (PPU):**

The Privacy Policy Unit (PPU) has also experienced a year-over-year increase of 25% in client engagement for review of proactive disclosures, privacy notice statements, privacy impact assessments, contracting and MOUs. Over the past three years there has been a notable uptake in the Secretariat's collection and handling of personal information as a result of significant mandate expansion (moving from three to five Deputy Heads). These sectors are undertaking more public outreach, consultation activities and taking ownership of new programs, including: Phoenix and Next Gen Pay, Claims and Damages Office, Digital Services, Modernisation /regulatory review, PSES, PSPM, and Talent Management activities by communities of practice. There continues to be an increase in reported privacy breaches, which is likely a result of the increase in collection of personal information, as well as an increase in employees' awareness of their roles and responsibilities in the reporting of privacy breaches.

In 2018, a joint audit and evaluation was undertaken by TBS to assess the adequacy and effectiveness of privacy practices and controls to support TBS' priorities. As a result, the Privacy Policy Unit was tasked with responding to three recommendations for improvement: (1) Develop a formal outreach and training plan for TBS employees to understand their obligations and implement good privacy practices (2) Work with the privacy policy unit in OCIO and the Office of the Privacy Commissioner to re-examine the design and implementation of government wide privacy impact assessment procedures and (3) Establish a formal human resources plan to identify the resources, competencies and skills needed to support the current and future volume of work.

### **Implementation of Bill C-58**

In May of 2019, the ATIP Office was asked to coordinate the implementation of C-58 legislation at TBS – in addition to the regular role of reviewing records for exemptions prior to disclosure. In order to do so, the office had to realign resources, engage key partners across the department, lead internal and external working groups, provided micro mission assignments for TBS employees, provided briefings and presentations, mapped processes for TBS officials and shared with employees, policy centres and other government departments. This has ensured a successful implementation of C-58 legislation requirements to date.

### **Human Resources challenges**

Government wide, the last few years have seen a significant increase in volume of ATIP work, without a commensurate increase in initiatives to recruit, train and retain public servants working in this field. Working to keep trained resources compounds the challenges of managing the increased volume, complexity and breadth of work for TBS ATIP and Privacy Office. Over a third of management's time is spent on recruitment, training/oversight and retention efforts. The ATIP office has on average of a dozen staffing actions performed yearly just to keep up with losses, and almost annually finds themselves confronting a 30-40 % turn over of staff in a short period. Exit interviews identify employees are leaving for promotional opportunities, to work with departments of interest based on location or subject matter, and language barriers.

### **Mitigation and risks of operating with existing resources**

To manage human resources challenges, the ATIP Office uses various staffing methods to fill vacancies, including looking at candidates for deployment, using existing pools of qualified candidates, using the TBS Talent Management program and running competitive processes. Even so, with a scarce supply, only departments that are able to provide opportunities for professional development and advancement will be able to retain employees. Apart from the resources spending in recruiting and training, as well as the impact on teams of constant turnover, the biggest risk is the vulnerability to error when files are processed by insufficient or newly onboarded personnel.

As a central agency, TBS holds a wide range of documents touching a variety of complex subjects in relation to its core responsibilities, such as horizontal issues on digital strategy, open government, greening government, financial management and spending, procurement, human resources as the employer for the public service, pay system modernization; policies for administrative, personnel, financial and organizational practices across government; and regulatory policies and regulations. TBS ATIP analysts require a high level of expertise to understand, review and analyse various types of

classified and sensitive information originating from TBS, other government institutions and third parties.

Without an increase in permanent staffing of experienced analysts, the ATIP Office will need to realign its priorities, develop longer service standards (ATIP Ops: longer extensions and missing legislative due dates; PPU: responses from 5 business days to 10, postpone some, limit support to OCIO policy centres, and other open government initiatives, and limit departmental engagement and outreach as well as the sharing of best practices with other institutions).

### **Request for Resources**

#### *ATIP and PPU*

Increase A base salary allocation from \$965,080 to \$1,362,716, representing an increase of \$397,636 annually and ongoing.

- Fund 3 new indeterminate analyst positions (to address volume, complexity and breadth of work)
- Fund 3 new indeterminate analyst position that would be filled with analysts currently on term contracts (to address human resources challenges)
- Funds a temporary help contract for \$35K to cover periods of high staff turnover and address volumes and backlogs (to address hr challenges as well as volume of work)

#### *C-58*

Continue to allocate same temporary budget of \$365,968 from 2019-20 into 2020-21.

- Funds a team of partial time of an EX-01 Director, fulltime PM-06 manager, PM-03 analyst, IS-03/CS-01 (Web coder) and a CR-04 clerk.

## Key Statistics on Access to Information and Privacy: TBS as a Department

	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20
<b>Types of Requests Received</b>						
<i>Access to Information Act</i>	427	503	534	574 34% increase/3 years	564	380
ATI Consultations Received from Other Government Departments	247	204	200	237	301	381
Informal ATI Received		54	281	357 561% increase/3 years	232	213
<i>Privacy Act</i>	120	129	97	93	77	87
Privacy Consultations received from other government departments	10	16	6	9	4	7
<b>Number of Requests Completed On-time*</b>						
<i>Access to Information Act</i>	419 (96%)	464 (95%)	523 (96%)	557 (93%)	518 (97%)	381 (90.7%)
<i>Privacy Act</i>	123 (98%)	116 (87%)	107 (96%)	91 (98%)	76 (95%)	87 (98.9%)
<b>Volume of Information Processed</b>						
Number of Pages Reviewed under the <i>ATI Act</i>	34,808	39,310	57,046	75,958 118% increase/3 years	46,241	15,034,607 (74)
Number of Pages Released under the <i>ATI Act</i>	23,920	23,986	32,085	49,753	33,125	21,533
Number of Pages Reviewed under the <i>Privacy Act</i>	3,444	6,706	6,112	5,089 48% increase/3 years	10,165	4433
Number of Pages Released under the <i>Privacy Act</i>	3,305	5,744	3,824	4,054	8,842	3874
<b>Complex files with over 100 pages processed</b>						
<i>Access to Information Act</i>	21,572 (64)	20,102 (44)	26,922 (82)	44,975 (116) Pages: 108% increase/3 years Files: 81% increase/3 years	28,140 (77)	16,966 (101)
<i>Privacy Act</i>	3,125 (7)	5,237 (13)	3,237 (12)	3,389 (16) Pages: 8% increase/3 years Files: 129% increase/3 years	17,971 (9)	3513 (13)
<b>Number of Complaints</b>						
<i>Access to Information Act</i>	4	15	18	17	19	16
<i>Privacy Act</i>	1	18	12	3	2	1

\*On time means within the initial statutory deadline of 30 days or within an extension period provided for in the Acts. At TBS, over the last 5 years, an average of 54% of ATI requests were responded to within 30 days.

**From:** [Meredith, Anik](#)  
**Sent:** Friday, September 4, 2020 12:19 PM  
**To:** [Goff, Tyler](#)  
**Subject:** FW: Bilat - Danielle/Janhabi: HR/FIN and IT issues update  
**Attachments:** Key Statistics on ATIP - Revised September 3 2020.docx; ATIP Pressures update Sept 2020 (002).docx

---

Looping you in.

---

**From:** Meredith, Anik  
**Sent:** September 4, 2020 11:29 AM  
**To:** Golden, Danielle <[Danielle.Golden@tbs-sct.gc.ca](mailto:Danielle.Golden@tbs-sct.gc.ca)>  
**Cc:** Marasco, Louise <[Louise.Marasco@tbs-sct.gc.ca](mailto:Louise.Marasco@tbs-sct.gc.ca)>; Robert, Denis <[Denis.Robert@tbs-sct.gc.ca](mailto:Denis.Robert@tbs-sct.gc.ca)>  
**Subject:** RE: Bilat - Danielle/Janhabi: HR/FIN and IT issues update

Danielle:

Please find attached the updated Key Stats – Denis, Louise and I have reviewed again and confirmed numbers.

Also attached in the Pressure Document – I have update Ops and C-58 parts – let me know if I missed anything and if you would like any additional changes.

Merci,  
Anik

*Anik Meredith*

Manager, ATIP Operations  
Treasury Board of Canada Secretariat / Government of Canada  
[Anik.Meredith@tbs-sct.gc.ca](mailto:Anik.Meredith@tbs-sct.gc.ca) / 613-410-3397

Gestionnaire, Opérations AIPRP  
Secrétariat du Conseil du Trésor du Canada / Gouvernement du Canada  
[Anik.Meredith@tbs-sct.gc.ca](mailto:Anik.Meredith@tbs-sct.gc.ca) / 613-410-3397

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**From:** Golden, Danielle <[Danielle.Golden@tbs-sct.gc.ca](mailto:Danielle.Golden@tbs-sct.gc.ca)>  
**Sent:** September 3, 2020 4:55 PM  
**To:** Meredith, Anik <[Anik.Meredith@tbs-sct.gc.ca](mailto:Anik.Meredith@tbs-sct.gc.ca)>  
**Cc:** Robert, Denis <[Denis.Robert@tbs-sct.gc.ca](mailto:Denis.Robert@tbs-sct.gc.ca)>; Marasco, Louise <[Louise.Marasco@tbs-sct.gc.ca](mailto:Louise.Marasco@tbs-sct.gc.ca)>  
**Subject:** RE: Bilat - Danielle/Janhabi: HR/FIN and IT issues update

PROTECTED A / PROTÉGÉ A

Merci Anik, si demain on peut vérifier les stats de cette année,

I have 107 closed this fiscal, with a 77.6% not sure how you and louise have 46 and 93% unless you are only counting 2020 requests received completed? Im using the access request progress report by source.

Rest looks great, merci encore

---

**From:** Meredith, Anik <[Anik.Meredith@tbs-sct.gc.ca](mailto:Anik.Meredith@tbs-sct.gc.ca)>  
**Sent:** September 3, 2020 4:42 PM  
**To:** Golden, Danielle <[Danielle.Golden@tbs-sct.gc.ca](mailto:Danielle.Golden@tbs-sct.gc.ca)>  
**Cc:** Robert, Denis <[Denis.Robert@tbs-sct.gc.ca](mailto:Denis.Robert@tbs-sct.gc.ca)>; Marasco, Louise <[Louise.Marasco@tbs-sct.gc.ca](mailto:Louise.Marasco@tbs-sct.gc.ca)>  
**Subject:** RE: Bilat - Danielle/Janhabi: HR/FIN and IT issues update

Good afternoon Danielle:

Please see attached updated Key Statistics of ATI.

I remain available should you wish to discuss or have any questions.

Thank you,  
Anik

*Anik Meredith*

Manager, ATIP Operations  
Treasury Board of Canada Secretariat / Government of Canada  
[Anik.Meredith@tbs-sct.gc.ca](mailto:Anik.Meredith@tbs-sct.gc.ca) / 613-410-3397

Gestionnaire, Opérations AIPRP  
Secrétariat du Conseil du Trésor du Canada / Gouvernement du Canada  
[Anik.Meredith@tbs-sct.gc.ca](mailto:Anik.Meredith@tbs-sct.gc.ca) / 613-410-3397

---

**From:** Golden, Danielle <[Danielle.Golden@tbs-sct.gc.ca](mailto:Danielle.Golden@tbs-sct.gc.ca)>  
**Sent:** September 2, 2020 3:10 PM  
**To:** Meredith, Anik <[Anik.Meredith@tbs-sct.gc.ca](mailto:Anik.Meredith@tbs-sct.gc.ca)>; Robert, Denis <[Denis.Robert@tbs-sct.gc.ca](mailto:Denis.Robert@tbs-sct.gc.ca)>;  
Marasco, Louise <[Louise.Marasco@tbs-sct.gc.ca](mailto:Louise.Marasco@tbs-sct.gc.ca)>  
**Subject:** FW: Bilat - Danielle/Janhabi: HR/FIN and IT issues update  
**Importance:** High

I shared the three (HR/FIN) documents with Janhabi for my bilat today, and mentioned we were updating them, and should have something for her for our Friday bilat. Let me know if I have the wrong person identified as lead for the document updates.

ATIP pressures, I mentioned we were working on adding the following 3 updates:

- a short para on COVID and IT issues (Louise) – find attached the summary provided to Caro and Janhabi that also needs to be updated (summarised) to go back to Janhabi for her conversation w Paul's team...
- update on Ops from 70,000 active pages to x, and x backlogs-late) (Anik with help from Intake or student)
- Para on production of records and impact on team (4 senior analysts for review of 800 pages working 12-18 hour days – with no work completed on business and program requirements...). (Anik with help from either Myrna or Kevin)

Key stats: to validate from June update (not sure if anyone has taken the lead – opportunity for a team lead or staff member from any team to work with Denis and Louise, and remove the 2014 colum and add a privacy advice and PIA component to it? also add the end of fiscal yr stats on C-58: travel and hosp, list of BN... the summary stats from the key highlights for AR is the ideal place to get these stats.

s.16(2)(c)

Salary forecast document (Sukhpreet and Denis):

- Re-alignment in accordance with HR/Fin meeting and documents (both planned staffing and ppl being paid in fund centre identified in appropriate fund centre).

Let me know if anyone needs any additional info with the above and we can set up a quick or a few quick teams meetings.

Merci

Danielle

---

**From:** Golden, Danielle  
**Sent:** September 2, 2020 1:25 PM  
**To:** Nandy, Janhabi <[Janhabi.Nandy@tbs-sct.gc.ca](mailto:Janhabi.Nandy@tbs-sct.gc.ca)>  
**Subject:** RE: Bilat - Danielle/Janhabi

Attached is the draft salary forecast worksheet the team has been working on, along with the June business case we are updating 😊 hoping to have something for you by end of week.

-----Original Appointment-----

**From:** Nandy, Janhabi <[Janhabi.Nandy@tbs-sct.gc.ca](mailto:Janhabi.Nandy@tbs-sct.gc.ca)>  
**Sent:** September 1, 2020 1:43 PM  
**To:** Nandy, Janhabi; Golden, Danielle  
**Subject:** Bilat - Danielle/Janhabi  
**When:** September 2, 2020 2:00 PM-2:30 PM (UTC-05:00) Eastern Time (US & Canada).  
**Where:** Microsoft Teams Meeting

Budget discussion

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**Key Statistics on Access to Information and Privacy:  
TBS as a department for fiscal years 2016 to 2020 (as of August 31, 2020)**

	2016-17	2017-18	2018-19	2019-20	2020-21 (As of Aug 31 2020)
<b>Types of Requests Received</b>					
<i>Access to Information Act</i>	534	574 34% increase/3 years	564	380	146
ATI Consultations Received from Other Government Departments	200	237	301	381	39
Informal ATI Received	281	357 561% increase/3 years	232	213	41
<i>Privacy Act</i>	97	93	77	87	24
Privacy Consultations received from other government departments	6	9	4	7	0
<b>Number of Requests Completed On-time*</b>					
<i>Access to Information Act</i>	523 (96%)	557 (93%)	518 (97%)	381 (90.7%)	83 (77.57%)
<i>Privacy Act</i>	107 (96%)	91 (98%)	76 (95%)	87 (98.9%)	18 (81.82%)
<b>Volume of Information Processed</b>					
Number of Pages Reviewed under the <i>ATI Act</i>	57,046	75,958 118% increase/3 years	46,241	15,039,174	11,610
Number of Pages Released under the <i>ATI Act</i>	32,085	49,753	33,125	21,533	6,388
Number of Pages Reviewed under the <i>Privacy Act</i>	6,112	5,089 48% increase/3 years	10,165	4,433	4,290
Number of Pages Released under the <i>Privacy Act</i>	3,824	4,054	8,842	3,874	3,159
<b>Complex files with over 100 pages processed</b>					
<i>Access to Information Act</i>	26,922 (82)	44,975 (116) Pages: 108% increase/3 years Files: 81% increase/3 years	28,140 (77)	16,966 (74)	10,138 (16)
<i>Privacy Act</i>	3,237 (12)	3,389 (16) Pages: 8% increase/3 years Files: 129% increase/3 years	17,971 (9)	3,513 (13)	4,186 (5)
<b>Number of Complaints</b>					
<i>Access to Information Act</i>	18	17	19	16	0
<i>Privacy Act</i>	12	3	2	2	0
<b>Privacy Policy</b>					
Privacy Advice files	196	267	304	311	78
Active PIAs	8	8	12	11	11
Travel and Hospitality claims review	N/A	204	356	277	27
<b>C-58</b>					
Briefing Note titles reviewed	489	598	631	420	84

\*On time means within the initial statutory deadline of 30 days or within an extension period provided for in the Acts. At TBS, over the last 5 years, an average of 54% of ATI requests were responded to within 30 days.



## **Update on Ongoing Operational Pressures on the TBS Access to Information and Privacy (ATIP) Office - 2020-21**

This note outlines the on-going operational pressures of the TBS ATIP Office, which has seen a marked increase in the volume and complexity of requests for information from the public as well as increased requests for advice and guidance on application of privacy and access to information legislation, including on the implementation of C-58 across TBS. This note also outlines initiatives undertaken to date to manage the increased demand on resources, as well as the risks and impacts of the status quo.

### **Increased volume, complexity and breadth of work for TBS ATIP and Privacy Office**

Over the past four years, TBS ATIP has seen a steady increase in our business.

#### **ATI Operations:**

Our current workload consists of 208 active requests, estimated at over 95,000 pages of records not including records which have not yet been received by sector and scanned into the system. This volume represents a 2 year-workload - and continues to grow. The high volume of workload is driven by recent legislative changes that eliminated the incentive for ATIP requests to be narrowed in scope, the government wide challenge in recruiting and retaining personnel to work on ATIP, the proactive disclosure of briefing materials after which follow additional ATIP requests. As a result of the higher number of requests and pages to treat, the office has seen an increase in the outstanding carry over of active requests, increase of back-log files as well as an increase in the number of complaints about timeliness of responses.

During the last months, there has been delays attributable to the pandemic itself and an impending surge of requests. The exceptional working situations like the one we currently find ourselves in has hindered our ability to respond to requests within the timelines mandated by the *Access to Information Act* and the *Privacy Act*. Additionally, TBS ATIP has been reviewing records relevant to requests for the production of papers. With 4 senior analysts working 12-18 hours a day for two weeks on the production of records, the ATIP Operations team experienced a significant reduction in capacity. This was equivalent to one senior analyst working full time for 18-27 weeks with no work completed on business and program requirements.

As a model institution in light of the Minister's responsibility for the ATIP and Privacy Acts (including C-58), ATIP offices across the federal family look to TBS for guidance and best practices. Over the past two years, the TBS ATIP Office has been at the forefront of a number of open government initiatives, such as Briefing Note titles, Ministers transition material and other proactive disclosure initiatives. Our office has implemented a number of lean initiatives and has been consistently providing valuable advice to TBS policy centres and other federal government officials.

#### **Privacy Policy Unit (PPU):**

The Privacy Policy Unit (PPU) has also experienced a year-over-year increase of 25% in client engagement for review of proactive disclosures, privacy notice statements, privacy impact assessments, contracting and MOUs. Over the past three years there has been a notable uptake in the Secretariat's collection and handling of personal information as a result of significant mandate expansion (moving

from three to five Deputy Heads). These sectors are undertaking more public outreach, consultation activities and taking ownership of new programs, including: Phoenix and Next Gen Pay, Claims and Damages Office, Digital Services, Modernisation /regulatory review, PSES, PSPM, and Talent Management activities by communities of practice. There continues to be an increase in reported privacy breaches, which is likely a result of the increase in collection of personal information, as well as an increase in employees' awareness of their roles and responsibilities in the reporting of privacy breaches.

In 2018, a joint audit and evaluation was undertaken by TBS to assess the adequacy and effectiveness of privacy practices and controls to support TBS' priorities. As a result, the Privacy Policy Unit was tasked with responding to three recommendations for improvement: (1) Develop a formal outreach and training plan for TBS employees to understand their obligations and implement good privacy practices (2) Work with the privacy policy unit in OCIO and the Office of the Privacy Commissioner to re-examine the design and implementation of government wide privacy impact assessment procedures and (3) Establish a formal human resources plan to identify the resources, competencies and skills needed to support the current and future volume of work.

### **C-58**

To ensure the successful implementation of C-58 legislation requirements, TBS ATIP has had to realign resources, engage key partners across the department, lead internal and external working groups, provide briefings and presentations, map processes.

TBS ATIP office has published, within legislated deadlines, Monthly List of Briefing Titles. We have also coordinated and reviewed records for the proactive publication of 10 Parliamentary Committee Binders – which represents an additional review of over 3000 pages.

In support of the President of the Treasury Board and the Minister of Digital Government, the ATIP office lead and successfully published the package of briefing materials prepared for their appointment of November 20, 2019. Additionally, the ATIP office also successfully published the Question Period Notes for each minister within the two legislated deadlines prescribed in the *Access to Information Act*.

### **Human Resources challenges**

Government wide, the last few years have seen a significant increase in volume of ATIP work, without a commensurate increase in initiatives to recruit, train and retain public servants working in this field. Recruitment is ongoing due to the high turn-over of full-time, qualified employees. Working to keep trained resources compounds the challenges of managing the increased volume, complexity and breadth of work for TBS ATIP and Privacy Office. Over a third of management's time is spent on recruitment, training/oversight and retention efforts. The ATIP office has on average of a dozen staffing actions performed yearly just to keep up with losses, and almost annually finds themselves confronting a 30-40 % turn over of staff in a short period.

### **Mitigation and risks of operating with existing resources**

To manage human resources challenges, the ATIP Office uses various staffing methods to fill vacancies, including looking at candidates for deployment, using existing pools of qualified candidates, using the

TBS Talent Management program and running competitive processes. Even so, with a scarce supply, only departments that are able to provide opportunities for professional development and advancement will be able to retain employees. Apart from the resources spending in recruiting and training, as well as the impact on teams of constant turnover, the biggest risk is the vulnerability to error when files are processed by insufficient or newly onboarded personnel.

As a central agency, TBS holds a wide range of documents touching a variety of complex subjects in relation to its core responsibilities, such as horizontal issues on digital strategy, open government, greening government, financial management and spending, procurement, human resources as the employer for the public service, pay system modernization; policies for administrative, personnel, financial and organizational practices across government; and regulatory policies and regulations. TBS ATIP analysts require a high level of expertise to understand, review and analyse various types of classified and sensitive information originating from TBS, other government institutions and third parties.

Without an increase in permanent staffing of experienced analysts, the ATIP Office will need to realign its priorities, develop longer service standards (ATIP Ops: longer extensions and missing legislative due dates; PPU: responses from 5 business days to 10, postpone some, limit support to OCIO policy centres, and other open government initiatives, and limit departmental engagement and outreach as well as the sharing of best practices with other institutions).

### **Request for Resources**

#### *ATIP and PPU*

Increase A base salary allocation from \$965,080 to \$1,362,716, representing an increase of \$397,636 annually and ongoing.

- Fund 3 new indeterminate analyst positions (to address volume, complexity and breadth of work)
- Fund 3 new indeterminate analyst position that would be filled with analysts currently on term contracts (to address human resources challenges)
- Funds a temporary help contract for \$35K to cover periods of high staff turnover and address volumes and backlogs (to address hr challenges as well as volume of work)

#### *C-58*

Continue to allocate same temporary budget of \$365,968 from 2019-20 into 2020-21.

- Funds a team of partial time of an EX-01 Director, fulltime PM-06 manager, PM-03 analyst, IS-03/CS-01 (Web coder) and a CR-04 clerk.

**From:** Marasco, Louise

**Sent:** Tuesday, September 8, 2020 9:31 AM

**To:** Goff, Tyler

**Subject:**

FW: Bilat - Danielle/Janhabi: HR/FIN and IT issues update

**Attachments:** ATIP Pressures update June 2020 (002).docx; 07. Key Statistics on ATI - TBS.DOCX; Salary Forecast worksheet 2020-2021 v2.xls; FOR ACTION: Equipment and resolving IT issues for ATIP

---

**Importance:** High

Tyler,

This is what Danielle indicated we could wait till today to work on:

- a short para on COVID and IT issues (Louise) – find attached the summary provided to Caro and Janhabi that also needs to be updated (summarised) to go back to Janhabi for her conversation w Paul's team...

---

**From:** Golden, Danielle <Danielle.Golden@tbs-sct.gc.ca>

**Sent:** September 2, 2020 3:10 PM

**To:** Meredith, Anik <Anik.Meredith@tbs-sct.gc.ca>; Robert, Denis <Denis.Robert@tbs-sct.gc.ca>; Marasco, Louise <Louise.Marasco@tbs-sct.gc.ca>

**Subject:** FW: Bilat - Danielle/Janhabi: HR/FIN and IT issues update

**Importance:** High

I shared the three (HR/FIN) documents with Janhabi for my bilat today, and mentioned we were updating them, and should have something for her for our Friday bilat. Let me know if I have the wrong person identified as lead for the document updates.

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Key stats: to validate from June update (not sure if anyone has taken the lead – opportunity for a team lead or staff member from any team to work with Denis and Louise, and remove the 2014 colum and add a privacy advice and PIA component to it? also add the end of fiscal yr stats on C-58: travel and hosp, list of BN... the summary stats from the key highlights for AR is the ideal place to get these stats.

Salary forecast document (Sukhpreet and Denis):

- Re-alignment in accordance with HR/Fin meeting and documents (both planned staffing and ppl being paid in fund centre identified in appropriate fund centre).

Let me know if anyone needs any additional info with the above and we can set up a quick or a few quick teams meetings.

Merci

Danielle

---

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**Sent:** September 2, 2020 1:25 PM  
**To:** Nandy, Janhabi <[Janhabi.Nandy@tbs-sct.gc.ca](mailto:Janhabi.Nandy@tbs-sct.gc.ca)>  
**Subject:** RE: Bilat - Danielle/Janhabi

Attached is the draft salary forecast worksheet the team has been working on, along with the June business case we are updating 🔄 hoping to have something for you by end of week.

-----Original Appointment-----

**From:** Nandy, Janhabi <[Janhabi.Nandy@tbs-sct.gc.ca](mailto:Janhabi.Nandy@tbs-sct.gc.ca)>  
**Sent:** September 1, 2020 1:43 PM  
**To:** Nandy, Janhabi; Golden, Danielle  
**Subject:** Bilat - Danielle/Janhabi  
**When:** September 2, 2020 2:00 PM-2:30 PM (UTC-05:00) Eastern Time (US & Canada).  
**Where:** Microsoft Teams Meeting

Budget discussion

---

### Join Microsoft Teams Meeting

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---

## **Update on Ongoing Operational Pressures on the TBS Access to Information and Privacy (ATIP) Office - 2020-21**

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### **Increased volume, complexity and breadth of work for TBS ATIP and Privacy Office**

#### **ATIP Operations:**

Over the past four years, ATIP Operations has seen a steady increase in the number requests received. Our current volume workload is estimated at over 70,000 pages of records - which represents a 1.5 year workload - and continues to grow. The high volume of workload is driven by legislative changes in 2016 that eliminated the incentive for ATIP requests to be narrowed in scope, the government wide challenge in recruiting and retaining personnel to work on ATIP, the proactive disclosure of briefing materials after which follow ATIP requests, and a 100% increase in informal requests. Additionally, in 2019 PCO began a project to declassify MCs 20+ years old, which has contributed to an increase of approximately 200 consultations with TBS prior to declassifying- and it is anticipated this will continue for a number of years. As a result of the higher number of requests and pages to treat, the office has seen an increase in the outstanding carry over of active requests, increase of back-log files as well as an increase in the number of complaints about timeliness of responses.

As a model institution in light of the Minister's responsibility for the ATIP and Privacy Acts (including C-58), ATIP offices across the federal family look to TBS for guidance and best practices. Over the past two years, the TBS ATIP Office has been at the forefront of a number of open government initiatives, such as Briefing Note titles, Ministers transition material and other proactive disclosure initiatives. Our office has implemented a number of lean initiatives and has been consistently providing valuable advice to TBS policy centres and other federal government officials.

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In 2018, a joint audit and evaluation was undertaken by TBS to assess the adequacy and effectiveness of privacy practices and controls to support TBS' priorities. As a result, the Privacy Policy Unit was tasked with responding to three recommendations for improvement: (1) Develop a formal outreach and training plan for TBS employees to understand their obligations and implement good privacy practices (2) Work with the privacy policy unit in OCIO and the Office of the Privacy Commissioner to re-examine the design and implementation of government wide privacy impact assessment procedures and (3) Establish a formal human resources plan to identify the resources, competencies and skills needed to support the current and future volume of work.

### **Implementation of Bill C-58**

In May of 2019, the ATIP Office was asked to coordinate the implementation of C-58 legislation at TBS – in addition to the regular role of reviewing records for exemptions prior to disclosure. In order to do so, the office had to realign resources, engage key partners across the department, lead internal and external working groups, provided micro mission assignments for TBS employees, provided briefings and presentations, mapped processes for TBS officials and shared with employees, policy centres and other government departments. This has ensured a successful implementation of C-58 legislation requirements to date.

### **Human Resources challenges**

Government wide, the last few years have seen a significant increase in volume of ATIP work, without a commensurate increase in initiatives to recruit, train and retain public servants working in this field. Working to keep trained resources compounds the challenges of managing the increased volume, complexity and breadth of work for TBS ATIP and Privacy Office. Over a third of management's time is spent on recruitment, training/oversight and retention efforts. The ATIP office has on average of a dozen staffing actions performed yearly just to keep up with losses, and almost annually finds themselves confronting a 30-40 % turn over of staff in a short period. Exit interviews identify employees are leaving for promotional opportunities, to work with departments of interest based on location or subject matter, and language barriers.

### **Mitigation and risks of operating with existing resources**

To manage human resources challenges, the ATIP Office uses various staffing methods to fill vacancies, including looking at candidates for deployment, using existing pools of qualified candidates, using the TBS Talent Management program and running competitive processes. Even so, with a scarce supply, only departments that are able to provide opportunities for professional development and advancement will be able to retain employees. Apart from the resources spending in recruiting and training, as well as the impact on teams of constant turnover, the biggest risk is the vulnerability to error when files are processed by insufficient or newly onboarded personnel.

As a central agency, TBS holds a wide range of documents touching a variety of complex subjects in relation to its core responsibilities, such as horizontal issues on digital strategy, open government, greening government, financial management and spending, procurement, human resources as the employer for the public service, pay system modernization; policies for administrative, personnel, financial and organizational practices across government; and regulatory policies and regulations. TBS ATIP analysts require a high level of expertise to understand, review and analyse various types of

classified and sensitive information originating from TBS, other government institutions and third parties.

Without an increase in permanent staffing of experienced analysts, the ATIP Office will need to realign its priorities, develop longer service standards (ATIP Ops: longer extensions and missing legislative due dates; PPU: responses from 5 business days to 10, postpone some, limit support to OCIO policy centres, and other open government initiatives, and limit departmental engagement and outreach as well as the sharing of best practices with other institutions).

### **Request for Resources**

#### *ATIP and PPU*

Increase A base salary allocation from \$965,080 to \$1,362,716, representing an increase of \$397,636 annually and ongoing.

- Fund 3 new indeterminate analyst positions (to address volume, complexity and breadth of work)
- Fund 3 new indeterminate analyst position that would be filled with analysts currently on term contracts (to address human resources challenges)
- Funds a temporary help contract for \$35K to cover periods of high staff turnover and address volumes and backlogs (to address hr challenges as well as volume of work)

#### *C-58*

Continue to allocate same temporary budget of \$365,968 from 2019-20 into 2020-21.

- Funds a team of partial time of an EX-01 Director, fulltime PM-06 manager, PM-03 analyst, IS-03/CS-01 (Web coder) and a CR-04 clerk.



## Key Statistics on Access to Information and Privacy: TBS as a Department

	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20
<b>Types of Requests Received</b>						
<i>Access to Information Act</i>	427	503	534	574 34% increase/3 years	564	380
ATI Consultations Received from Other Government Departments	247	204	200	237	301	381
Informal ATI Received		54	281	357 561% increase/3 years	232	213
<i>Privacy Act</i>	120	129	97	93	77	87
Privacy Consultations received from other government departments	10	16	6	9	4	7
<b>Number of Requests Completed On-time*</b>						
<i>Access to Information Act</i>	419 (96%)	464 (95%)	523 (96%)	557 (93%)	518 (97%)	381 (90.7%)
<i>Privacy Act</i>	123 (98%)	116 (87%)	107 (96%)	91 (98%)	76 (95%)	87 (98.9%)
<b>Volume of Information Processed</b>						
Number of Pages Reviewed under the <i>ATI Act</i>	34,808	39,310	57,046	75,958 118% increase/3 years	46,241	15,034,607 (74)
Number of Pages Released under the <i>ATI Act</i>	23,920	23,986	32,085	49,753	33,125	21,533
Number of Pages Reviewed under the <i>Privacy Act</i>	3,444	6,706	6,112	5,089 48% increase/3 years	10,165	4433
Number of Pages Released under the <i>Privacy Act</i>	3,305	5,744	3,824	4,054	8,842	3874
<b>Complex files with over 100 pages processed</b>						
<i>Access to Information Act</i>	21,572 (64)	20,102 (44)	26,922 (82)	44,975 (116) Pages: 108% increase/3 years Files: 81% increase/3 years	28,140 (77)	16,966 (101)
<i>Privacy Act</i>	3,125 (7)	5,237 (13)	3,237 (12)	3,389 (16) Pages: 8% increase/3 years Files: 129% increase/3 years	17,971 (9)	3513 (13)
<b>Number of Complaints</b>						
<i>Access to Information Act</i>	4	15	18	17	19	16
<i>Privacy Act</i>	1	18	12	3	2	1

\*On time means within the initial statutory deadline of 30 days or within an extension period provided for in the Acts. At TBS, over the last 5 years, an average of 54% of ATI requests were responded to within 30 days.

PROTECTED A / PROTÉGÉ A

s.19(1)

ATIP ANNUAL SALARY FORECAST 2019-2020

Executive	Name	Level	Annual Salary	Monthly salary (incl. Bilingual bonus)	Number of Months on strength	Forecasted Salary
	Vacant - EX-01 Application from Pool	EX-01			7	
Intake	Name	Level	Annual Salary	Monthly salary (incl. Bilingual bonus)	Number of Months on strength	Salary forecast
	Tyler Goff- Acting	PM-06			12	
	Louise Marasco - Acting	PM-05			12	
	Johanne Seguin	PM-03			12	
	Alyssa Hogue	PM-02			12	
	Mandy Elms	PM-02			12	
	Gisele Laberge	PM-01			12	
	Vanessa Racine-Summer Full Time	CR-04			4	
	Vanessa Racine-Part Time (15 Hours)	CR-04			8	
	Olivia Gamette-Summer Full Time	CR-04			4	
	Olivia Gamette-Part Time (15 Hours)	CR-04			8	
Operations	Name	Level	Annual Salary	Monthly salary (incl. Bilingual bonus)	Number of Months on strength	Salary forecast
	Anik Meredith	PM-06			12	
	Tyler Goff (acting in intake)	PM-05			0	
	Myrna Teske	PM-05			12	
	Kevin Adamsons	PM-05			12	
	Annie Croteau	PM-05			12	
	Louise Marasco (acting in intake)	PM-04			0	
	Jo-Ann MacDonald	PM-04			12	
	PM/04 (Applicant from process)	PM-04			5	
	Lise Lacroix	PM-03			12	
	Sarah Haley	PM-03			7	
	Catarina Melo	PM-02			12	
	Sarah Haley-Summer Full Time	PM-01			4	
	Sarah Haley - Part Time (15 Hours)	PM-01			1	
Policy	Name	Level	Annual Salary	Monthly salary (incl. Bilingual bonus)	Number of Months on strength	Salary forecast
	Denis Robert	PM-06			12	
	Miranda Li	PM-05			12	
	Roger Martineau	PM-05			5	
	PM-05/PM-05 (Applicant from process)	PM-05			5	
	Yvette Lubrun	PM-04			12	
	Sukhpreet Singh	PM-02			12	
	Anika Garg	PM-01			7	
	Anika Garg - Casual	PM-01			5	

Planned Staffing

Name	Level	Annual Salary	Monthly salary (incl. Bilingual bonus)	Number of Months on strength	Salary forecast
Applicant from Pool	PM-04			3	
Applicant from Pool	PM-03			3	
Applicant from Pool	PM-02			3	
TBD	CR-04			6	

TOTALS AND BALANCES

Total Salary Forecast  
\$1,735,000.25

## C-58 Team ANNUAL SALARY FORECAST 2019-2020

Executive	Name	Level	Annual Salary	Monthly salary (incl. Bilingual bonus)	Number of Months on strenght	Forecasted Salary
	Danielle Golden	EX-01			12	
	Carter Matthews - Acting	PM-01			3	
	Carter Matthews	CR-04			9	
	IS03 Anticipatory - Greg Bell?	IS-03			7	

### TOTALS AND BALANCES

Total Salary Forecast  
\$215,434.25

Total Full Time  
\$173,049.25

Total Term  
\$42,385.00

**From:** Golden, Danielle

**Sent:** Wednesday, June 17, 2020 9:46 AM

**To:** Zheng, Jun; Eskibashian, Sevac; Noppe, Mark; Brown, Jean-François; Schom, Bruce; Smith, John; Nandy, Janhabi

**Cc:** Meredith, Anik; Robert, Denis; Goff, Tyler; Sarazin-Normand, Caroline; Sanchez Matheus, Mercedes

**Subject:** FOR ACTION: RSVP: CSS IT: APCM DC Migration and second migration to Cloud only - Performance - leading to compliance Issues

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**Importance:** High

Classification : PROTECTED A / PROTÉGÉ A

Not sure if anyone is still on the June 2<sup>nd</sup> teams chat, so thought I would follow-up in an email:

Good morning Sevac, Jun and company.

There is currently some confusion about decommissioning our old tablets in the next 3 days?

I have assured my team that you are in the process of moving us from APDC to EDC Gatineau and that we will be keeping our old tablets on the enclave until the new tablets have been properly configured and tested - from home. Please confirm.

Also, before we move solely to the cloud, we would like the work arounds fixed. While in the office, these were significant administrative / task based issues with the cloud and I was told they are "user experience issues" that you cannot address any time soon. Now that we are working from home, with 1 tiny screen, - as is - the cloud migration is not a viable solution. We have done some sampling - and each action is substantially longer on the cloud: (scanning from 5 seconds to a minute per page...) also reporting functions have not been ironed out.

Below is Tyler's assessment of how much time each action is going to take based on a 2 month assessment. This should provide insight into the work around issues not being a viable solution.

I have been told that some of these issues can be addressed once the Outlook email service are on the same server? This is what I need to understand, and be able to explain to senior management...

Please confirm the above is accurate ASAP, since June 22<sup>nd</sup> migration is fast approaching.

Thanks again for all your support through this.

Danielle

Danielle Golden

Director, ATIP, Strategic Communications and Ministerial Affairs  
Treasury Board of Canada Secretariat / Government of Canada  
[Danielle.Golden@tbs-sct.gc.ca](mailto:Danielle.Golden@tbs-sct.gc.ca) // Cell: 613-617-2791 / TTY : 613-369-9371

Directrice, AIPRP, Communications stratégiques et affaires ministérielles  
Secrétariat du Conseil du Trésor du Canada / Gouvernement du Canada  
[Danielle.Golden@tbs-sct.gc.ca](mailto:Danielle.Golden@tbs-sct.gc.ca) // Cell: 613-617-2791 / ATS : 613-369-9371

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**From:** Golden, Danielle  
**Sent:** June 17, 2020 7:48 AM  
**To:** Goff, Tyler <Tyler.Goff@tbs-sct.gc.ca>  
**Subject:** Re: Cloud Performance & Issues

Thank you Tyler

Sent from my iPhone

On Jun 16, 2020, at 3:12 PM, Goff, Tyler <Tyler.Goff@tbs-sct.gc.ca> wrote:

Ok to make these numbers more tangible:

**Increase in time required to generate emails/Correspondance = 7.2 hours  
minimum**  
**Increase in time required to scan documents = 128 hours**

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**Assumptions/sample sizes:**

Sample Size is January and Feb 2020 (pre-pandemic volume levels):

**Increased time require for emails/Correspondance:**

At 498.5 new actions created per month on average results in an increase of 3.6 hours while functioning on 2 monitors. This will likely be doubled (at minimum) when working exclusively on tablets which equals 7.2 hour increase.

**Increased time required for scanning documents received:**

At 8,387 pages on average received per month results in an increase of 128 hours for scanning. (assumes that print-2 image is no longer functional)

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**From:** Goff, Tyler  
**Sent:** Tuesday, June 16, 2020 2:33 PM  
**To:** Golden, Danielle <Danielle.Golden@tbs-sct.gc.ca>; Meredith, Anik <Anik.Meredith@tbs-sct.gc.ca>; Robert, Denis <Denis.Robert@tbs-sct.gc.ca>  
**Subject:** FW: Cloud Performance & Issues

As discussed.

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**From:** Goff, Tyler  
**Sent:** Friday, March 13, 2020 3:38 PM  
**To:** Golden, Danielle <Danielle.Golden@tbs-sct.gc.ca>  
**Cc:** Meredith, Anik <Anik.Meredith@tbs-sct.gc.ca>; Robert, Denis <Denis.Robert@tbs-sct.gc.ca>; Adamsons, Kevin <Kevin.Adamsons@tbs-sct.gc.ca>  
**Subject:** Cloud Performance & Issues

Hello everyone,

Please see below for some of the result from user testing this afternoon.

**General issues:**

(1)With current functionalities of the Cloud Network, it is not possible to have Access Pro Redaction and Access Pro Case Management effectively viewable by the user at the same time. Similarly, drag and dropping using the procedure outlined below is also more challenging as several different windows need to be opened simultaneously on one monitor.

**NOTE: IT will say that they can enable both monitors to run on the remote server thereby allowing users to view both. However, because email, user desktop, internet, printers, and scanners are not enabled on the cloud this would result in the user not being able to simultaneously use these functionalities.**

(2)Unknown error message when altering extension dates.

(3)Drafting of emails from templates was not possible as we will require Outlook to be installed. In order to draft emails via templates on the Cloud network, we will require Outlook to be installed even if emails cannot be sent.

(4)Users experienced some minor loss of responsiveness with concurrent usage.

(5)Generating reports both from the search function of APCM (ex: list of active files) as well as the report tab (ex: Officer Report) is not functional. Was unable to generate PDF or excel versions.

**Scanning into APR:**

- Scanning a 1 page document on the **APDC network** requires **under 5 seconds to complete**
- Scanning a 1 page document on the **Cloud network** requires an alternate mechanism that **would require approximately 1 minute.**

The time required will likely increase proportionally with document volume.

**Printing Outgoing Letters from APCM:**

*This calculation was done with the creation of shortcut drives between Cloud and User desktop and is exclusively to measure printing functionality.*

- Printing from APCM on the **APDC network** takes on average **7.5 seconds.**
- Printing from APCM on the **Cloud network** takes on average **33.335 seconds.**

\*The increased time to print is a result of the latency in saving the document on the shortcut drive and then reopening the document on the user tablet.

**Email from APCM:**

*This calculation was done with the creation of shortcut drives between Cloud and User desktop and is exclusively for the drag and drop functionality.*

- Drag and Drop to APCM of an email from the **APDC network** takes on average **11.85 seconds.**
- Drag and Drop to APCM of an email with the **Cloud network** takes on average **14.90 seconds**

NOTE: The biggest issue encountered here is that because the user has one monitor for desktop and 1 monitor for Cloud network, there is limited viewing space on the Cloud network monitor

## Tyler Goff

Senior ATIP Analyst / Analyste principal de l'AIPRP

Treasury Board Secretariat / Secrétariat du Conseil du Trésor du Canada

Government of Canada / Gouvernement du Canada

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(343)550-0026

[tyler.goff@tbs-sct.gc.ca](mailto:tyler.goff@tbs-sct.gc.ca)

s.21(1)(b)

**From:** [Goff, Tyler](#)  
**Sent:** Wednesday, September 9, 2020 9:06 AM  
**To:** [Golden, Danielle](#)  
**Subject:** Tech briefings/pressures - ATIP RPS  
**Attachments:** ATIP RPSS - Change Management Deck for Institutions.pptx

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Hi Danielle,

I know you are gearing up for briefings with Janhabi and Kelly so wanted to pass along the change management deck for the new ATIP software for institutions (OCIO product) should you need to demonstrate a need for additional resources.

As you can see, this is a significant initiative that will prove challenging with current resource limitations (targeted for early winter 2021)

A few highlights:

**On slide 7 – Is your institution well suited for self support?**

- Our institution has a strong IT team
- Our institution has access to servers (application and database) to host the RPSS
- Our ATIP office has a practitioner that has technical experience in supporting applications  
**(No)**
- Our institution has a secure network environment
- Our institution has enough funding to acquire, host and support an ATIP RPSS

**On slide 10 – Will our institution require professional services to assist with implementation?**

- Software training for our software users? **(Yes)**
- Software training for our software administrators? **(Yes)**
- Implementation services? **(Yes)**
- Backup and migration services? **(Yes)**

**On Slide 14 – Collaboration during procurement.**

Requires collaboration and actions with TBS-CSS (procurement and IT), PSPC, and SSC, and TBS-OCIO (Activation of AORS) – **(This sounds simple but will likely entail considerable work)**

Hope this helps,

Tyler Goff  
Acting Manager, ATIP Intake & Governance  
Treasury Board of Canada Secretariat  
(P): (343)550-0026



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# ATIP Request Processing Software Solution

## Preparing for Procurement and Implementation – A Guide for Institutions

GC Docs# 38908992

Canada



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What is the ATIP Request Processing  
Software Solution (RPSS)?

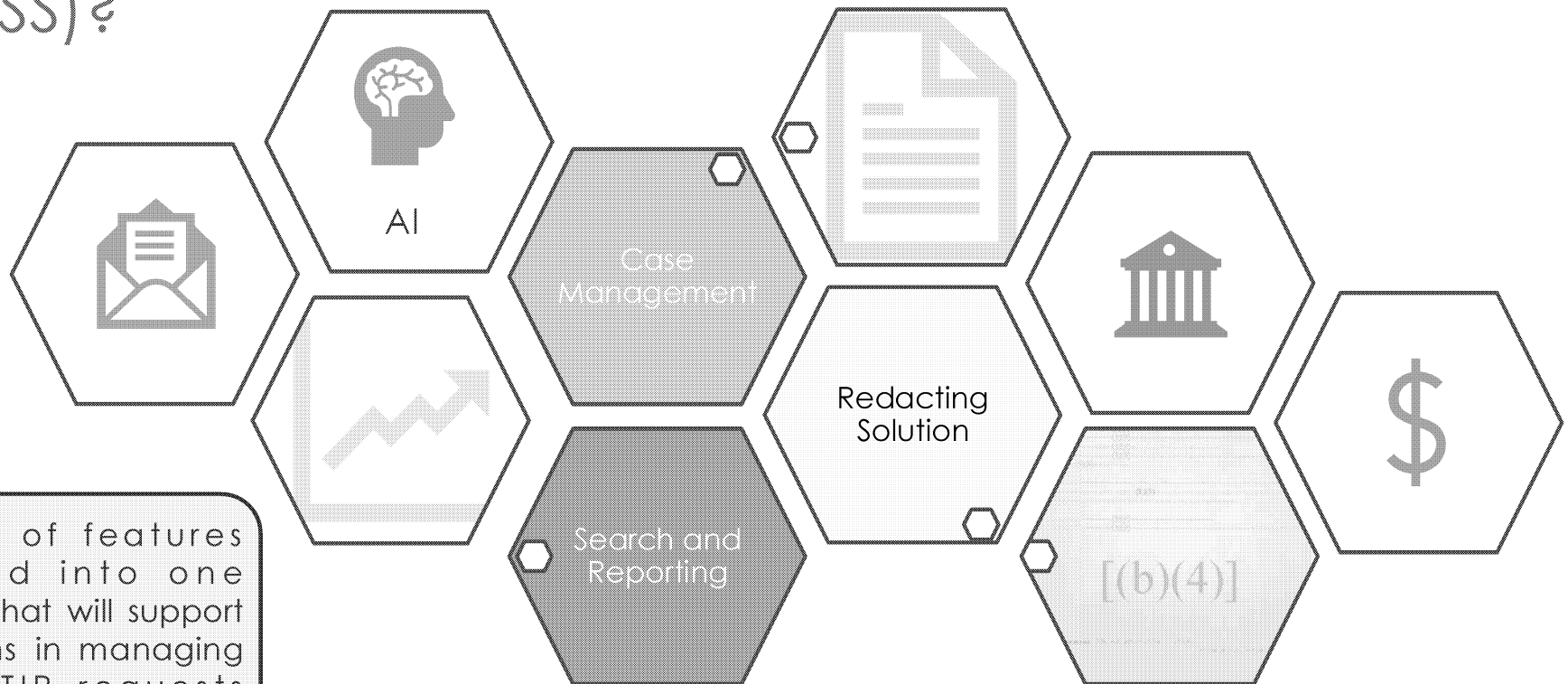
Why do we need it?

How do we prepare for its  
procurement?

How do we prepare for its  
implementation?

How will it work?

# What is the ATIP Request Processing Software Solution (RPSS)?

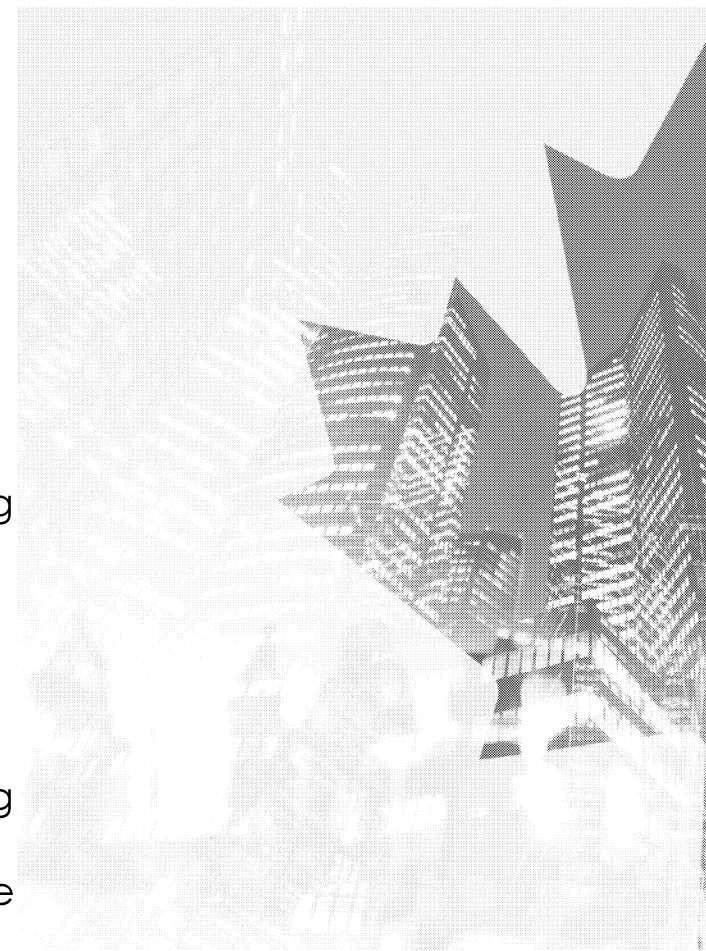


A suite of features bundled into one Solution that will support institutions in managing their ATIP requests

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## Why do we need it?

- The head or delegates of each federal institution including agencies, Crown Corporations and their wholly-owned subsidiaries is required to implement tracking systems to keep track of the processing of access requests, consultation requests, complaints, and reviews by the courts
- The head or delegates of each federal institution including agencies, Crown Corporations and their wholly-owned subsidiaries is required to prepare and table in each House of Parliament an annual report on the administration of the Acts

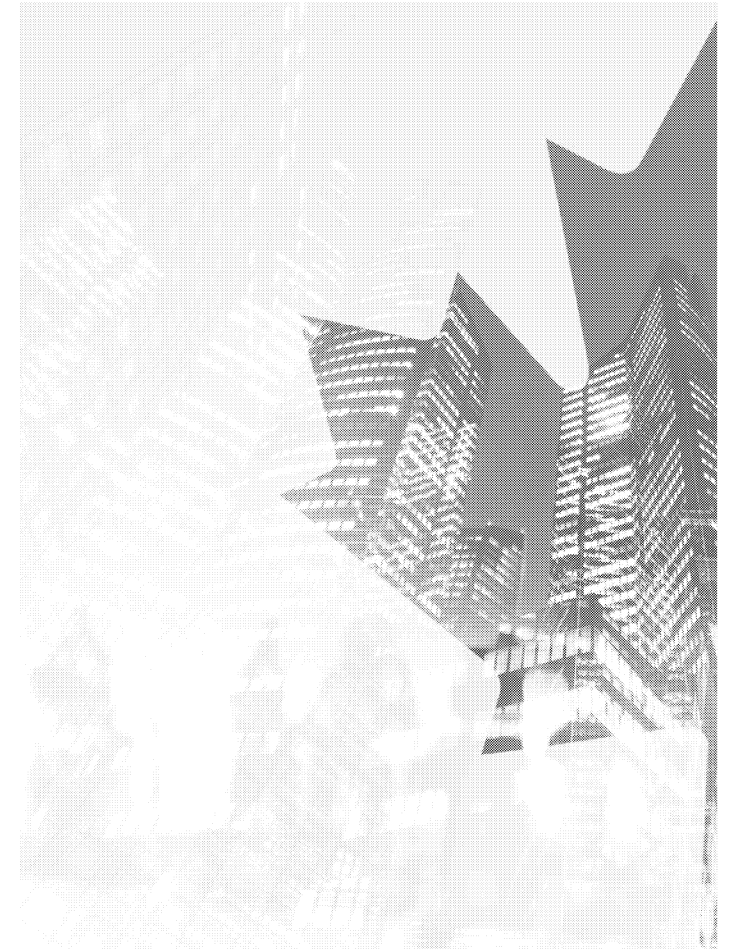


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## How do we prepare for its procurement?

In order to prepare for the  
procurement there will be  
considerations that your institution  
will have to manage



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# Consideration One

## Self Support or TBS Support



The balancing act:

'We want to install the application on our local (or shared) network, manage our own requests and generate our own reports'

**VS**

'We don't have enough requests to invest in an IT infrastructure to host an ATIP Software Solution!'

'We will rely on TBS to host and support our ATIP application'

## Self Support?



- ✓ Our institution has a strong IT team
- ✓ Our institution has access to servers (application and database) to host the RPSS
- ✓ Our ATIP office has a practitioner that has technical experience in supporting applications
- ✓ Our institution has a secure network environment
- ✓ Our institution has enough funding to acquire, host and support an ATIP RPSS

## TBS Support?



- X Our institution does not have a strong IT team or has none
- X Our institution does not have or has limited access to servers (application and database) to host the RPSS
- X Our ATIP office does not have a practitioner that has technical experience in supporting applications
- X Our institution does not have a secure network environment
- X Our institution does not have sufficient funding to acquire, host and support a new ATIP RPSS
- ✓ Our institution is ready to enter into a MOU with TBS for the hosting and access to shared access to ATIP RPSS



## Consideration Two

### Level of Functionality



Tier I or Tier II:

'We want to acquire and deploy an ATIP RPSS with the Tier I level of functionality'

**VS**

'We want to acquire and deploy an ATIP RPSS with the Tier II level of functionality'

See Appendix A for Tier I and Appendix B for Tier II levels of functionality

# Consideration Three

## Professional Services



Will our institution require:

- Software training for our software users?
- Software training for our software administrators?
- Implementation services?
- Backup and migration services?

## Consideration Four

### Funding



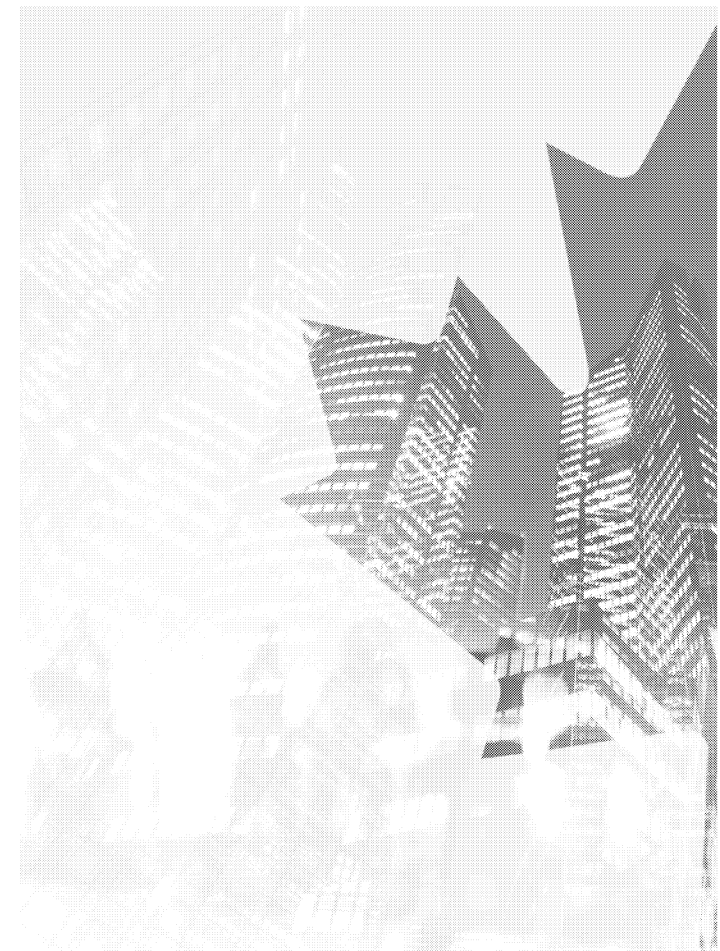
- ✓ Has my institution secured the funds needed for the procurement, training, implementation and possibly other professional services?

**Note:** Costing can be done based on the pricing tables provided by PSPC Procurement

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## How do we prepare for its implementation?

In order to prepare for the  
implementation of the new ATIP  
RPSS there will be other  
considerations that your institution  
will have to manage



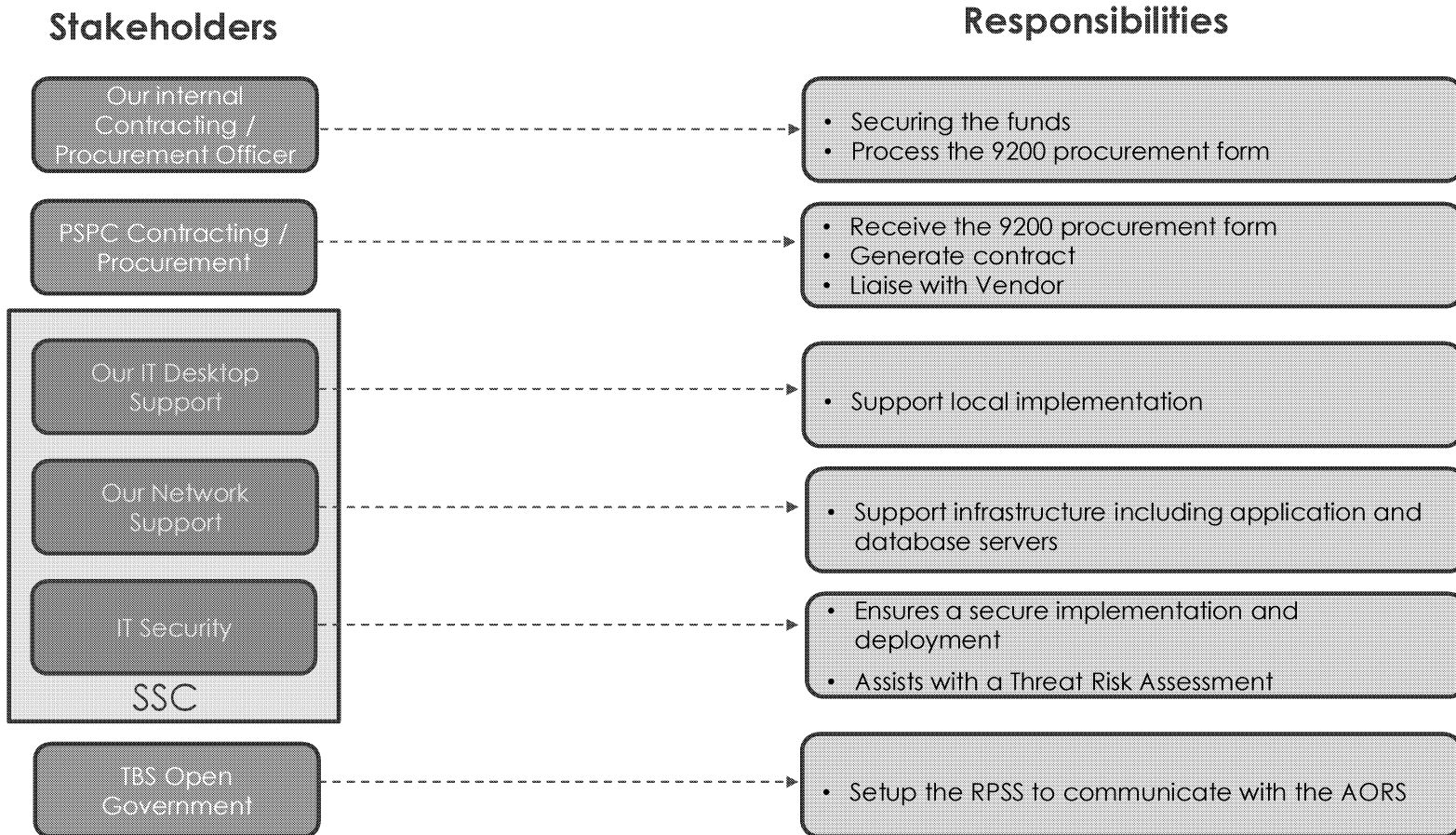
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# Consideration One

## Which Stakeholders should be Invited at a Kick-off Meeting?



The following are the most important and most common stakeholders. Depending on each institution, these stakeholders may vary. For many larger institutions IT support will be provided by Shared Services Canada (SSC).



## Consideration Two

### Privacy Impact Assessment (PIA)



Need one or Not\*:

A PIA is a risk management process that helps institutions ensure they meet legislative requirements and identify the impacts their programs and activities will have on individuals' privacy.

We will need a PIA if:

- Our institution will be collecting new information that was never collected before
- We have never had a PIA completed for our current ATIP case management software

**OR**

A PIA is not needed if:

- Our institution has already completed a PIA for the current ATIP case management software and will not be collecting any new information than was already collected

\*For more information on PIAs you can reach out to [ippd-dpiprp@tbs-sct.gc.ca](mailto:ippd-dpiprp@tbs-sct.gc.ca)

## Consideration Three

### Threat Risk Assessment (TRA)



Need one or Not\*:

A TRA is a process of identifying system assets and how these assets can be compromised, assessing the level of risk that threats pose to assets, and recommending security measures to mitigate threats.

We will need a TRA if:

- We are deploying new software on an existing or a new network infrastructure

**OR**

A TRA is not needed if:

- We are simply upgrading our software and our institution has already completed a TRA for the current ATIP case management software

\*For more information on TRAs you can reach out to [contact@cyber.gc.ca](mailto:contact@cyber.gc.ca).



## Consideration Four

### Connecting with the ATIP Online Request Service (AORS)



Our institution is already receiving requests through the AORS. We must now be able to:

- ✓ Have the request related information electronically transcribed into the RPSS
- ✓ Deliver release packages online through the AORS
- ✓ Collaborate with other institutions on the revision of electronic records through the AORS

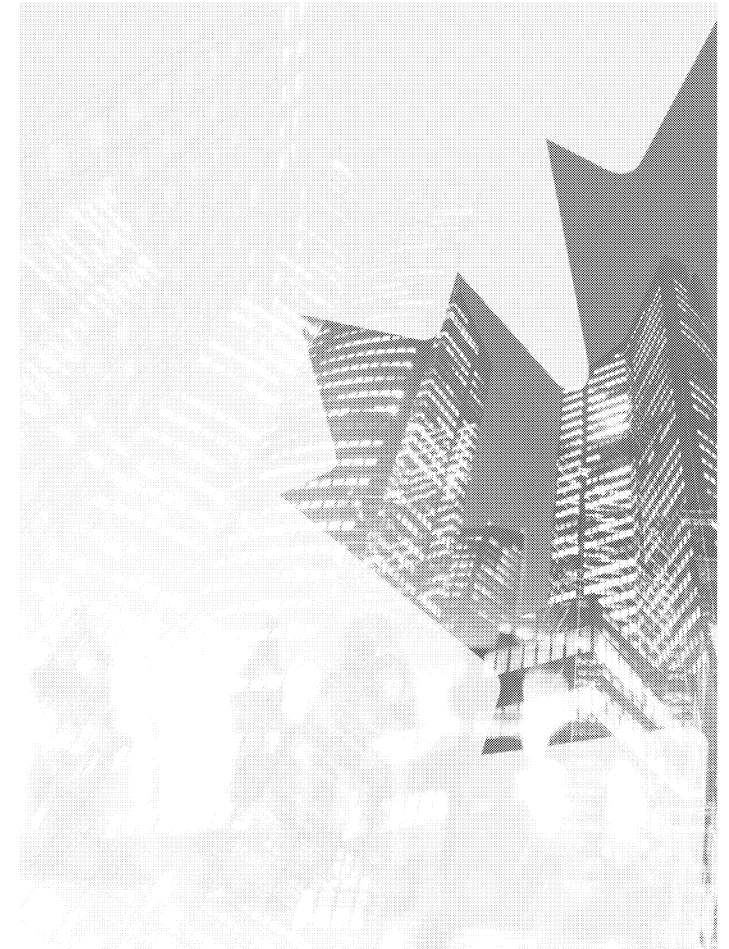
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# Summary

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## How will it work?



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- Your institution will have to review each of these considerations and make determinations based on its capabilities and needs.
- Proper planning for the procurement and implementation of the RPSS will help your institution anticipate problems and better cope with change.
- Through its Client Services team, TBS Open Government will be providing guidance to institutions as they move forward with these activities

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## Questions

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Here are your points of contact for any additional questions:

[ATIP-WEB-AIPRP@tbs-sct.gc.ca](mailto:ATIP-WEB-AIPRP@tbs-sct.gc.ca)

[Beth.Weinberger@tpsgc-pwgsc.gc.ca](mailto:Beth.Weinberger@tpsgc-pwgsc.gc.ca)

More information can also be found in the ATIP Digital Services group in GCCollab (<https://gccollab.ca/groups/profile/15497/>)



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# Appendix A – Tier I Level of functionality

## Tier I RPSS must:

1. be a **turnkey solution**; the Solution is aligned with the description provided in Annex D – Definitions and Interpretations.
2. enable and support the service delivery of ATIP requests;
3. be designed to facilitate an ATIP request processing process;
4. with limited configuration, be immediately ready to use upon implementation;
5. allow the GC to avoid programming the tool in house;
6. allow a User to intake and capture all request and requester related information independent of the method of request submission (i.e. paper form or electronic delivery);
7. allow for the creation of request types;
8. allow for time extensions;
9. be designed to let the Users retain and dispose of information contained within the Solution (retention and disposal);
10. allow the Users to import electronic records into the Solution;
11. be designed to let Users assign requests and tasks;
12. allow for attaching documents to a request and a task;
13. allow Users to redact digital records (stamp, apply exemptions and exclusions, annotate);
14. allows for block redaction;
15. allow for version control to identify types of copy (original, working, consultation or releasable);
16. be designed to let Users print, export or publish packages;
17. be designed to let Users manage contact information;
18. allow for request consultation;
19. provide search and reporting capabilities;
20. allow for auditing with logs that can be exported;
21. allow for the management of Complaints;

## Tier I RPSS should:

1. allow Super Users to configure and change drop-down lists, field labels, business revise workflows and design template letters or forms;
2. allow Super Users to assign sequential request numbers based on a configurable file numbering scheme;
3. allow the Users to visualize at glance the status for each of their requests and activities in live time;
4. allow Users to add notes, also referenced as sticky notes (150 characters) that automatically populates the name of the individual adding the note, as well as the date and time the note was placed;
5. be designed to pre-set maximum file sizes for the release documents prior to printing, exporting or publishing;
6. be designed to automatically generate more packages with smaller size should the digital document exceed the size limit;
7. allow Users to organize (assemble in stacks or parts, disassemble and reassemble, delete, modify, paginate, un-paginate and repaginate) imported records;
8. allow Users to free-hand or polygon redact;
9. integrate with the GC ATIP Online Request Service (AORS) in order to release request packages to requester through the GC online portal;
10. be designed to retain or dispose of contact information when disposing of requests;
11. allow Users to scan documents into the RPSS;
12. allow Users to scan documents into the RPSS and manipulate the images for clarity (such as color, grayscale, bitonal, black and white, pixel selection, etc.);
13. allow Users to scan documents into the RPSS and manipulate the images for corrections (line straightening, rotation, cropping etc.);
14. allow Users to scan single page scan, batch scan and index;

### Tier I RPSS must: (cont.)

22. allow for the management of Corrections;
23. allow for the management of investigations and Federal Court Reviews;
24. allow for the management of time which includes calendar types (working days or regular calendar days), the number of days allowed to process requests and time auto-calculation;
25. provide application security to produce secure electronic files ready for release and to ensure that sensitive information cannot be disclosed when at rest;
26. integrate with the GC Online Request Service (AORS) to enable Canadians to electronically submit their requests online and for the GC to electronically receive those requests through the RPSS;
27. allow Users to print to any local or networked printer including label printers;
28. allow for the Solution to be deployed on Protect B and Secret environments without loss of any security of functionality;
29. allow Users to operate the Solution on any standard desktop, laptop and tablet devices;
30. provide the same functionality in both English and French interfaces with functionality to hold, manage and recognize information content in English and in French using standard character sets;
31. provide controlled access with two form user authentication;
32. allow to create, modify and disable User accounts;
33. be designed to secure information at the Software level;
34. be designed to secure information within the Solution (who can access what, who can see what, who can modify or delete what);
35. be aligned with the Government of Canada Strategic Plan for Information Management and Information Technology 2017 to 2021; and
36. be aligned with Treasury Board Secretariat standards, international standards, national technical regulations or recognized national standards.

### Tier I RPSS should: (cont.)

15. allow Users to mark sensitive information in the request text so that this information is excluded from reports;
16. allow Users to generate reports based on configurable standard templates;
17. allow Users to identify duplicate requests and documents within the RPSS;
18. be designed to generate logs that can be archived in their original and unaltered format;
19. allow Users to append (attach) and remove correspondences to the request and its related activities;
20. allow Users to attach software generated correspondence letters to a request or a request activity without the need to manually import these back into the software once generated by the RPSS;
21. allow Users to generate a written explanation for responses to requests that take longer than a specified period of time to complete, with the ability to enter the number of days extended; and
22. be designed to secure information at the request and document levels.

## Appendix B – Tier II Level of functionality

### Tier II RPSS must:

1. be a **turnkey solution**; the Solution is aligned with the description provided in Annex D – Definitions and Interpretations.
2. enable and support the service delivery of ATIP requests;
3. be designed to facilitate an ATIP request processing process;
4. with limited configuration, be immediately ready to use upon implementation;
5. allow the GC to avoid programming the tool in house;
6. allow a User to intake and capture all request and requester related information independent of the method of request submission (i.e. paper form or electronic delivery);
7. allow for the creation of request types;
8. allow for time extensions;
9. be designed to let the Users retain and dispose of information contained within the Solution (retention and disposal);
10. allow the Users to import electronic records into the Solution;
11. be designed to let Users assign requests and tasks;
12. allow for attaching documents to a request and a task;
13. allow Users to redact digital records (stamp, apply exemptions and exclusions, annotate);
14. allow for block redaction;
15. allow for version control to identify types of copy (original, working, consultation or releasable);
16. be designed to let Users print, export or publish packages;
17. be designed to let Users manage contact information;
18. allow for request consultation;
19. provide search and reporting capabilities;
20. allow for auditing with logs that can be exported;
21. allow for the management of Complaints;

### Tier II RPSS should:

1. allow Super Users to configure and change drop-down lists, field labels, business revise workflows and design template letters or forms;
2. allow Super Users to assign sequential request numbers based on a configurable file numbering scheme;
3. allow the Users to visualize at glance the status for each of their requests and activities in live time;
4. allow Users to add notes, also referenced as sticky notes (150 characters) that automatically populates the name of the individual adding the note, as well as the date and time the note was placed;
5. be designed to pre-set maximum file sizes for the release documents prior to printing, exporting or publishing;
6. be designed to automatically generate more packages with smaller size should the digital document exceed the size limit;
7. allow Users to organize (assemble in stacks or parts, disassemble and reassemble, delete, modify, paginate, un-paginate and repaginate) imported records;
8. allow Users to free-hand or polygon redact;
9. integrate with the GC ATIP Online Request Service (AORS) in order to release request packages to requester through the GC online portal;
10. be designed to retain or dispose of contact information when disposing of requests;
11. allow Users to scan documents into the RPSS;
12. allow Users to scan documents into the RPSS and manipulate the images for clarity (such as color, grayscale, bitonal, black and white, pixel selection, etc.);
13. allow Users to scan documents into the RPSS and manipulate the images for corrections (line straightening, rotation, cropping etc.);
14. allow Users to scan single page scan, batch scan and index;

## Tier II RPSS must: (cont.)

22. allow for the management of Corrections;
23. allow for the management of investigations and Federal Court Reviews;
24. allow for the management of time which includes calendar types (working days or regular calendar days), the number of days allowed to process requests and time auto-calculation;
25. provide application security to produce secure electronic files ready for release and to ensure that sensitive information cannot be disclosed when at rest;
26. integrate with the GC Online Request Service (AORS) to enable Canadians to electronically submit their requests online and for the GC to electronically receive those requests through the RPSS;
27. allow Users to print to any local or networked printer including label printers;
28. allow for the Solution to be deployed on Protect B and Secret environments without loss of any security of functionality;
29. allow Users to operate the Solution on any standard desktop, laptop and tablet devices;
30. provide the same functionality in both English and French interfaces with functionality to hold, manage and recognize information content in English and in French using standard character sets;
31. provide controlled access with two form user authentication;
32. allow to create, modify and disable User accounts;
33. be designed to secure information at the Software level;
34. be designed to secure information within the Solution (who can access what, who can see what, who can modify or delete what);
35. be aligned with the Government of Canada Strategic Plan for Information Management and Information Technology 2017 to 2021; and
36. be aligned with Treasury Board Secretariat standards, international standards, national technical regulations or recognized national standards.

## Tier II RPSS should: (cont.)

15. allow Users to mark sensitive information in the request text so that this information is excluded from reports;
16. allow Users to generate reports based on configurable standard templates;
17. allow Users to identify duplicate requests and documents within the RPSS;
18. be designed to generate logs that can be archived in their original and unaltered format;
19. allow Users to append (attach) and remove correspondences to the request and its related activities;
20. allow Users to attach software generated correspondence letters to a request or a request activity without the need to manually import these back into the software once generated by the RPSS;
21. allow Users to generate a written explanation for responses to requests that take longer than a specified period of time to complete, with the ability to enter the number of days extended; and
22. be designed to secure information at the request and document levels.
23. allow Users to open the online User and Administrator Guides within the RPSS and open in a different window or tab;
24. take the User back to the RPSS at the screen and field positions where the User was last upon closing a screen or window;
25. provide online User and Administrator Guides to GC institutions;
26. have a context-sensitive "Help" functionality where the featured topics are tailored as part of the implementation to create an online help repository that more accurately reflects the 'as-built' solution;
27. allow Users to assign requests and activities at once (single action);
28. allow Users to close requests and activities at once (single action);
29. be designed with a template builder for departments that process standardized forms where there is a specific section on a page that is always redacted;



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## Tier II RPSS must: (cont.)

37. allow to modify multiple requests and activities in a single action;
38. allow to auto-generate new requests using information from an existing request;
39. configure pre-set sequence of actions to be launched when initiating requests of different types;
40. display multiple images side by side on one screen;
41. process request documents by digitally inserting, moving or deleting them from a task/activity;
42. allow for version control that will identify and track document revisions with date and time, and individual contacts that made the last modifications;
43. be designed to let the Users apply or not the severing recommendations (changes) provided by the consulted party;
44. allow Users to select colors (in addition to black, grey and white) from a selection of colors when redacting / watermarking;
45. be designed to produce a schedule for consultation with the Privy Council Office (PCO Schedule) regarding the application of S.69 of the Access to Information Act and the application of S.70 of the Privacy Act;
46. be designed to hide contacts from users based on access rights;
47. allow Users to securely collaborate between organizations and between internal branches on the revision and redacting of consultation packages;
48. be designed to query the full set of data stored within the application server(s).
49. provide Optical Character Recognition (OCR) functionality for quick and reliable searches within the digital records;
50. allow Users to identify requests and actions that are close to, at or passed due dates;
51. allow Users to search for key words across multiple requests and/or documents;
52. allow Users to use search filters;
53. allow Users to run searches where the results will be hyperlinked to their source location for quick access;

## Tier II RPSS should: (cont.)

30. be designed with a configurable system template to redact the section for all similarly marked pages eliminating the need to manually redact each page;
31. provide functionality to manage information by sorting what is required and what is optional when capturing information within the RPSS;
32. allow Super Users to configure lists of selections tailored for a groups of Users or Business Units (BU);
33. be designed for Super Users to manage their institution specific activities within the RPSS by creating, modifying and deleting groups of activities (action groups) and activity items;
34. be designed to securely review, redact and release (export) this information to the requester in full or in part in their native format while removing any hidden information within the documents;
35. allow Super Users to modify the schedule (M59) when data or formatting changes are required;
36. be designed to import nested email attachments into the software as separate searchable records;
37. be designed to import an institution's departmental header in order to be applied when generating correspondence letters;
38. allow Users to "drag and drop" documents into requests;
39. allow Users to "drag and drop" of documents into the request tasks/actions;
40. allow Super Users to create, modify, and delete form templates (such as Cabinet Confidence exclusions, OIC Response Complaints, TBS Annual statistical Reports);
41. be designed to prevent duplicating contact information within the RPSS;
42. be designed to delete multiple contacts (Batch processing) at once;
43. allow for Users to collaborate through a shared collaboration portal / module / component without the need for exporting and importing the documents back into the software;
44. allow the Users to use Boolean comparisons in the search function;
45. allow Users to locate request related information, execute request processing activities and dictate text with the user's voice alone, without needing a keyboard usage;
46. allow Users to add, edit or delete searchable flags, as well as to search for requests based on these flags for quick retrieval of these flagged requests;

### Tier II RPSS must: (cont.)

54. allows Users to flag the requester's preferred language (English or French) of communication in order to automatically generate correspondence in their language of choice as well as the requester's preferred method for corresponding;
55. allows Users to create software-generated correspondences as well as GC institution specific template documents;
56. be designed with a library of merge codes (bookmarks) equally available for both email and document templates and the ability to add new User defined merge codes to extend this library;
57. allow Users to process fees, refunds or waivers with auto-calculation and reporting capabilities;
58. allow Users to share digital content with consultees (internal and external) while limiting access to these documents to selected consultees;
59. allow Super Users to create User Security Groups which can be configured to grant or limit access rights for all of the RPSS functionality;
60. integrate with GC tools (Open Text Content Server, MS SharePoint, Ringtail, Mikan, local and Network drives); and
61. allow Users to operate seamlessly with the RPSS using portable devices, such as tablets or notebooks where all features are fully functional and displayable in larger resolution environments.

### Tier II RPSS should: (cont.)

47. provide artificial intelligence technology for a *search and sever* capability;
48. allow Users to configure what information is to be captured in logs and; export these logs to the user-selected format;
49. allow Users to forward events and logs to a GC-managed centralized audit log system using standardized reporting interfaces, protocols, and data formats, syslog, or other common log formats and APIs that support log data remote retrieval;
50. allow Users to generate template messages using any data elements within the RPSS;
51. allow Users to generate client contact labels that can print to any Windows driven label printer;
52. provide for built-in system validation with functionality to configure business rules to trigger alerts/notifications when these rules are not followed;
53. be designed to include business rules that auto-generate email request acknowledgments, reminders, and notices relevant to request workflows;
54. be designed to configure business rules (such as request priorities, deadlines, near expiration or expiration of action due dates, etc.) that must auto-generate email alerts / reminders / notices relevant to request workflows;
55. allow Users to configure secondary contacts that must also receive the alerts sent to the main contact that was assigned to the request or action;
56. be designed to include a scheduled retention and disposal process that can provide notifications to a system Super User when each request meets the institution specific rules for disposition;
57. be designed to include configurable business rules to support workflow automation specific to each types of request;
58. provide flexibility to configure page sequencing with data field access to support workflow customization;
59. provide functionality to create new Complaints based on information received in Extensible Markup Language (.XML);
60. provide functionality to create new Personal Information Correction requests based on information received in Extensible Markup Language (.XML);



### Tier II RPSS should: (cont.)

61. provide functionality to lock the requests with a closed status from being reopened and modified by non-authorized Users and allowing only those with proper access to complete such action;
62. allow Super Users with the ability to manage software configurations as detailed in General Administration functionality detailed in Appendix A to Annex G - Detailed Functionality Overview;
63. allow Users to select imaging enhancement options such as but not limited to dot-per-inch (dpi) resolution, color resolution, image cropping or image noise resolution;
64. allow Users to display multiple images on one screen (e.g. 2X2, 4X4, 8X8) and to be able to enhance, move, delete and replace these images;
65. allow Users to automatically transpose request related information from paper copies into the RPSS (scan and transfer);
66. provide for information that appears on the GC issued forms be digitally processed using OCR technology such that it gets transferred into the RPSS in their value matching fields;
67. allow Users to identify request details with quick reference features (ex. late requests, missing payments; active complaint, etc.)
68. provide functionality to automatically replicate to the GC archival Collections Management System (CMS) any changes pertaining to the accessibility status (open, partially open, restricted) that are applied within the RPSS;
69. provide the option for an automated transfer of the release packages into the GC CMS;
70. allow Users to query other GC records/collections management tools to retrieve (order) the request related records;
71. allow institutions to migrate information from the various ATIP software currently being used by GC institutions to the RPSS;
72. be designed such that no existing data or information from past file repositories is lost in the transition and that this information can be accessed and reused in the new RPSS;

### Tier II RPSS should: (cont.)

73. allow Users to securely transfer data and synchronize information (request tracking data, contact data, response content, redaction processing statistics, etc.) between different security level environments;
74. provide an integrated business analytics tool to enable Users to develop dashboards that provide the status and performance metrics that are critical for request processing timeliness and efficiency;
75. allow Users to identify and monitor usage trends (e.g. top 5 consulted institutions, top 5 exemptions invoked, etc.) to aid in trend analysis;
76. provide AI to automatically identify sensitive Personally Identifiable Information (PII) such as SIN, addresses, and flag for potential redaction;
77. provide functionality to prevent GC institutions from disposing of requests with specific tags (such as but not limited to active complaints, active court cases, legislated holds or cross-referenced requests if the last administrative action is less than 731 days);
78. allow Users to scan and transfer of GC forms (such as InfoSource TBC/CTC 350-57) to transfer the information that appears on the forms into the software without manual transcription;
79. provide business rules when closing a request that will auto-populate the disposition type;
80. provide AI for Users to enter one or a list of key words and/or characters associated with predefined exemptions which will auto search, sever and apply the associated exemptions (with Stamp);
81. allow Users to search and sever with the ability for single/multi-character wildcards and flexibility to pick annotation (sever or highlight type) and apply per match or to all matches;
82. provide AI to suggest within digital documents content that should be severed; and
83. allow Super Users to configure the access rights for activity logs (audit logs).

**From:** [Golden, Danielle](#)  
**Sent:** Wednesday, September 9, 2020 9:12 AM  
**To:** [Goff, Tyler](#)  
**Cc:** [Marasco, Louise](#); [Meredith, Anik](#); [Robert, Denis](#)  
**Subject:** RE: Tech briefings/pressures - ATIP RPS

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Thanks Tyler, can you add some of this info to the 1 pager you and Louise are working on for IT issues to consider

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**From:** Goff, Tyler <Tyler.Goff@tbs-sct.gc.ca>  
**Sent:** September 9, 2020 9:06 AM  
**To:** Golden, Danielle <Danielle.Golden@tbs-sct.gc.ca>  
**Subject:** Tech briefings/pressures - ATIP RPS

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Hi Danielle,

I know you are gearing up for briefings with Janhabi and Kelly so wanted to pass along the change management deck for the new ATIP software for institutions (OCIO product) should you need to demonstrate a need for additional resources.

As you can see, this is a significant initiative that will prove challenging with current resource limitations (targeted for early winter 2021)

A few highlights:

**On slide 7 – Is your institution well suited for self support?**

- Our institution has a strong IT team
- Our institution has access to servers (application and database) to host the RPSS
- Our ATIP office has a practitioner that has technical experience in supporting applications
- **(No)**
- Our institution has a secure network environment
- Our institution has enough funding to acquire, host and support an ATIP RPSS

**On slide 10 – Will our institution require professional services to assist with implementation?**

- Software training for our software users? **(Yes)**
- Software training for our software administrators? **(Yes)**
- Implementation services? **(Yes)**
- Backup and migration services? **(Yes)**

**On Slide 14 – Collaboration during procurement.**

Requires collaboration and actions with TBS-CSS (procurement and IT), PSPC, and SSC, and TBS-OCIO (Activation of AORS) – **(This sounds simple but will likely entail considerable work)**

Hope this helps,

Tyler Goff  
Acting Manager, ATIP Intake & Governance  
Treasury Board of Canada Secretariat

(P): (343)550-0026

**From:** Golden, Danielle

**Sent:** Thursday, July 16, 2020 9:33 AM

**To:** Roussel Legros, Marie-Pier

**Cc:** Sanchez Matheus, Mercedes; Nandy, Janhabi; Robert, Denis; Meredith, Anik; Goff, Tyler; Sarazin-Normand, Caroline

**Subject:** ATIP Office: 90 elgin visit and supplies request

**Importance:** High

Bonjour Caro et Marie-Pier!

With the full team working since early June, the following are the requested equipment and visit 90 Elgin requests. In order to work efficiently and effectively, the majority of staff require a monitor.

Visit to 90 Elgin to pick up personal effects and equipment

Employee name	Equipment requested and required
Louise Marasco	Monitor
Olivia Garnette	Personal Items
Carter Matthews	Personal Items
Johanne Seguin	Personal Items

Miranda Li	Monitor, cable and keyboard
Roger Martineau	Monitor, cable
Sukhpreet Singh	Monitor, cable Docking station, pick up Ergo chair
Yvette Lubrun	Monitor, cable (currently away until July 20 <sup>th</sup> )
Anika Garg	Monitor, cable and keyboard
Denis Robert	NIL

Sarah	Personal items, monitor and mouse
Jo-Ann	Personal items
Myrna	monitor
Kevin	monitor
Lise	Personal items and monitor
Anik	Monitor and mouse

**From:** [Laberge, Gisèle](#)  
**Sent:** Tuesday, July 28, 2020 9:53 AM  
**To:** [Goff, Tyler](#)  
**Subject:** RE: IT Tracker  
**Attachments:** Technical Issues Tracking Sheet.xlsx

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Voilà

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**From:** Goff, Tyler <Tyler.Goff@tbs-sct.gc.ca>  
**Sent:** Tuesday, July 28, 2020 9:23 AM  
**To:** Laberge, Gisèle <Gisele.Laberge@tbs-sct.gc.ca>  
**Subject:** IT Tracker

Hi Gisele,

Could you please send me a copy of the IT tracker?

Thanks,

Tyler Goff  
Acting Manager, ATIP Intake & Governance  
Treasury Board of Canada Secretariat  
(P): (343)550-0026



## Technical Issues Tracking sheet

Date	Ticket #	Details	Resolved date	Notes
2020-07-08	40746/GL	Software request Scand All Pro	2020-07-21	Resolved Ticket Closed
2020-07-08	MT	Email to Eric. NO connexion for Redaction	2020-07-08	Resolved same day
2020-07-10	41346/GL	Access Pro down	2020-07-10	Resolved within one hour Ticket closed
2020-07-13	41681/LL	Outlook and Word open in safe mode	2020-07-13	Resolved in same morning. Ticket closed
2020-07-13	41733/MT	No VPN connexion	2020-07-13	Resolved same day
2020-07-13	41756/AH	Scanner not working for emails. Print to image		Recurring issue
2020-07-13	41770/AH	Generic Box deleted items go in personal inbox. TLDR goes to wrong folder.		Not fixed yet
2020-07-13	41810/AH	Cannot use/access gdocs emails		Not fixed yet
2020-07-14	41954/LL	Outlook and Word open in safe mode		Recurring issue IT agent don't know what to do
2020-07-14	41774/CaM	Drive H under HRD instead of TBEX		Unsolved. IT response: IT cannot fix this
2020-07-14	LL	Having problem with Foxit / Very slow		
2020-07-14	LL	Cannot import a tiff from one request into another		Recurring
2020-07-15	JS	JS cannot turn her tablet on.		
2020-07-16	42727/VR	Cannot open Outlook and Print to image Error		They never called back
2020-07-17	42774/LL	Outlook Word and Excel	200-07-17	Resolved same day
2020-07-20	43017/JS	Outlook only opens in Safe Mode.		Recurring
2020-07-20	43018/AM	Cannot open Redaction or send APCM generated emails		Recurring
2020-07-24	44068	16 or more users having issues with Outlook Word Excel		Recurring

**From:** Acres, Natalie

**Sent:** October 2, 2020 8:27 AM

**To:** Golden, Danielle; Meredith, Anik; Goff, Tyler; Robert, Denis

**Subject:** FW: Reply requested - University Recruitment - ATIP  
Stream - Next wave

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**Importance:** High

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Good morning all,

Can you take a look at my notes and highlights below please and provide feedback should you have any?

This is now for next FY. I am inclined to indicate that we will hire at least 1 individual from the pool given the turnover in the ATIP community. Thoughts on increasing this?

Response is due to HC today.

Thanks,

Natalie

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**From:** Richardson, Cynthia (HC/SC) <cynthia.richardson@canada.ca>

**Sent:** October 1, 2020 9:31 PM

**To:** Alexandre Drago (GAC) <Alexandre.Drago@international.gc.ca> <IMCEAINVALID-Alexandre+20Drago+20+28GAC+29+20+3CAlexandre+2EDrago+40international+2Egc+2Eca+3E@canada.ca>; Najm, Ami (NRCan/RNCan) <ami.najm@canada.ca>; Tector, Amy (BAC/LAC) <amy.tector@canada.ca>; Annie Plouffe <Annie.Plouffe@tpsgc-pwgsc.gc.ca>; Audrey White <audrey.white@cic.gc.ca>; Brigitte Parent <brigitte.parent@tc.gc.ca>; César Kagame <cesar.kagame@dfo-mpo.gc.ca>; Parsons, Chris (IC) <chris.parsons@canada.ca>; Meredith, Anik <Anik.Meredith@tbs-sct.gc.ca>; Dan Proulx <dan.proulx@cbsa-asfc.gc.ca>; Golden, Danielle <Danielle.Golden@tbs-sct.gc.ca>; Beaulieu, Vincent (AAFC/AAC) <vincent.beaulieu@canada.ca>; David Neilson <david.neilson@pco-bcp.gc.ca>; Alexis, Vanoushka (HC/SC) <vanoushka.alexis@canada.ca>; Lafleche2, Louise (HC/SC) <louise.lafleche2@canada.ca>; Marion, Elisabeth (CFP/PSC) <elisabeth.marion@canada.ca>; Proulx-Gignac, Jeannie (CFP/PSC) <jeannie.proulx-gignac@canada.ca>; Deirdra Finn <DEIRDRA.FINN@forces.gc.ca>; Chatelain, Denis (CFIA/ACIA) <denis.chatelain@canada.ca>; Melchin, Derek (PS/SP) <derek.melchin@canada.ca>; Dundas, Barbara <Barbara.Dundas@tbs-sct.gc.ca>; Eric Villemaire <eric.villemaire@irb-cisr.gc.ca>; Ethier, Everett (CFIA/ACIA) <everett.ethier@canada.ca>; Grant, Melissa <Melissa.Grant@tbs-sct.gc.ca>; O'Keefe, Jonathan (VAC/ACC) <jonathan.okeefe@canada.ca>; Keon, Josh (FIN) <josh.keon@canada.ca>; Kevin Collins <kevin.collins@international.gc.ca>; Lilloco, Kristina (BAC/LAC) <kristina.lilloco@canada.ca>; Lise Leon <lise.leon@justice.gc.ca>; Macleod, Fiona <Fiona.Macleod@tbs-sct.gc.ca>; Bujold, Marc-André (PCH) <marc-andre.bujold@canada.ca>; Marie-Claude Lessard <marieclaudellessard@hrsdc-rhdcc.gc.ca>; Nicholson, Mary (VAC/ACC) <mary.nicholson@canada.ca>; Richard Haye <richard.haye@rcmp-grc.gc.ca>; Ristani, Linda <Linda.Ristani@tbs-sct.gc.ca>; Rousseau, Andrea (HC/SC) <andrea.rousseau@canada.ca>; Schofield, Jennifer <Jennifer.Schofield@tbs-sct.gc.ca>; Emmerson, Shelley (EC) <shelley.emmerson@canada.ca>; Stephane Brisson <stephane.brisson@csc-scc.gc.ca>; Steven Morgan <steven.morgan@cra-arc.gc.ca>; Sue Brennan <sue.brennan@cra-arc.gc.ca>; Martin, Tammy Anne (AADNC/AANDC) <tammyanne.martin@canada.ca>; Naylor, Ruth <Ruth.Naylor@tbs-sct.gc.ca>; Shupka, Jordan (HC/SC) <jordan.shupka@canada.ca>; Lortie2, Michel (AAFC/AAC) <michel.lortie2@canada.ca>; McAteer2, Dana (AAFC/AAC) <dana.mcateer2@canada.ca>; Martinez, Amanda (AAFC/AAC) <amanda.martinez@canada.ca>; Alexandre Drago (GAC) <Alexandre.Drago@international.gc.ca> <IMCEAINVALID-Alexandre+20Drago+20+28GAC+29+20+3CAlexandre+2EDrago+40international+2Egc+2Eca+3E@canada.ca>; Annie Plouffe <Annie.Plouffe@tpsgc-pwgsc.gc.ca>; Audrey White <audrey.white@cic.gc.ca>; Brigitte Parent

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**Cc:** Descarie2, Heather (AADNC/AANDC) <heather.descarie2@canada.ca>; Acres, Natalie <Natalie.Acres@tbs-sct.gc.ca>; Hill Maria (NHQ-AC) <Maria.Hill@CSC-SCC.GC.CA>; Mallette, Marie-Claude (HC/SC) <marie-claude.mallette@canada.ca>; Mateus2, Patricia Dias (HC/SC) <patriciadias.mateus2@canada.ca>; Anderson, Mary <Mary.Anderson@cra-arc.gc.ca>; Nault, Camille (CFP/PSC) <camille.nault@canada.ca>; Soldan, Ana-Maria (CFP/PSC) <ana-maria.soldan@canada.ca>; Lapointe4, Simon (PCH) <simon.lapointe4@canada.ca>; Acres, Natalie <Natalie.Acres@tbs-sct.gc.ca>; Hill Maria (NHQ-AC) <Maria.Hill@CSC-SCC.GC.CA>; Anderson, Mary <Mary.Anderson@cra-arc.gc.ca>

**Subject:** Reply requested - University Recruitment - ATIP Stream - Next wave

**Importance:** High

Good evening everyone,

Your response is requested to the questions in bold below. Please respond by COB Friday, October 2, 2020.

Yesterday's discussion didn't quite have the outcome I expected based on earlier information, but was promising for the future.

Due to COVID related challenges, PSC is not able to commit to putting in place a PSR stream for ATIP that would result in a fully-assessed pool for this year's campaign. However, they have committed to determining the feasibility of this option for next year, similar to what is done for the PE community where a fully-assessed pool of candidates are identified annually. Since our hiring needs exceed that of the PE community, I am very optimistic that this can be achieved for ATIP.

In the meantime, HC is committed to launching a new cycle of the PSR, similar to last year. In order to speed up the process, we are exploring hiring EPSI to do the assessment for judgement and writing. Assistance would be required for interviews (which we intend to do through WebEx or MS Teams) and references.

In order to launch the poster, we need confirm a few details.

Title – Based on the suggestions provided, please indicate your preference: **Which option do you prefer?**

1. Analyst – Build a career in Access to information and Privacy ; Analyste – Faire carrière en Accès à l'information et la protection des renseignements personnels  
OU
2. **Build a career in Access to information and Privacy – Analyst ; Faire carrière en Accès à l'information et la protection des renseignements personnels – Analyste**

Named Departments

Our intention is to make the pool open to all departments. **If you wish your department to be expressly named in the poster as one of the departments seeking to recruit, please advise.**

NO

Geographical area:

Most departments are in the NCR. **Please indicate if you would like for the poster to include positions in other geographical areas. NO**

NOTE: Health Canada will not be completing the full assessment of those candidates applying for positions in other areas of the country, but are willing to work collaboratively with those departments once the lists of names are provided from the PSC. Any department identifying a need in another region will be required to complete the assessment of those applicants.

-

Hiring needs

PSC has requested an estimate of how many people we intend to hire through this year's process; this information is also valuable from a planning and process management perspective. **Please indicate your estimate of how many people you would ideally like to hire if they list was made available next fiscal year.** I am inclined to say at least one given the turnover of ATIP. Thoughts?

Thanks,  
Cynthia

Director, Access to Information and Privacy  
Health Canada and Public Health Agency of Canada / Government of Canada  
[cynthia.richardson@canada.ca](mailto:cynthia.richardson@canada.ca) / Tel: 613-790-4824

Directrice, Accès à l'information et protection des renseignements personnels  
Santé Canada et Agence de la santé publique du Canada / Gouvernement du Canada  
[cynthia.richardson@canada.ca](mailto:cynthia.richardson@canada.ca) / Tél: 613-790-4824

Please feel free to reply in the official language of your choice | N'hésitez pas à me répondre dans la langue officielle de votre choix |

**From:** [Golden, Danielle](#)  
**Sent:** September 24, 2020 5:59 PM  
**To:** [Goff, Tyler](#); [Acres, Natalie](#)  
**Cc:** [Meredith, Anik](#); [Nandy, Janhabi](#)  
**Subject:** FWUniversity Recruitment - ATIP Stream - 82 candidates this session, Next wave volunteers

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Perhaps see if there is a list of EE from the 82? Or get on board for the next wave, See if we have opportunity to fill in our proposed CR-04, to take care of the additional scanning we have had lately?

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**From:** Richardson, Cynthia (HC/SC) <cynthia.richardson@canada.ca>  
**Sent:** September 24, 2020 5:49 PM  
**To:** Alexandre Drago (GAC) <Alexandre.Drago@international.gc.ca>; Najm, Ami (NRCan/RNCan) <ami.najm@canada.ca>; Tector, Amy (BAC/LAC) <amy.tector@canada.ca>; Annie Plouffe <Annie.Plouffe@tpsgc-pwpsc.gc.ca>; Audrey White <audrey.white@cic.gc.ca>; Brigitte Parent <brigitte.parent@tc.gc.ca>; César Kagame <cesar.kagame@dfo-mpo.gc.ca>; Parsons, Chris (IC) <chris.parsons@canada.ca>; Dan Proulx <dan.proulx@cbsa-asfc.gc.ca>; Golden, Danielle <Danielle.Golden@tbs-sct.gc.ca>; David Neilson <david.neilson@pco-bcp.gc.ca>; Deirdra Finn <DEIRDRA.FINN@forces.gc.ca>; Chatelain, Denis (CFIA/ACIA) <denis.chatelain@canada.ca>; Melchin, Derek (PS/SP) <derek.melchin@canada.ca>; Dundas, Barbara <Barbara.Dundas@tbs-sct.gc.ca>; Eric Villemaire <eric.villemaire@irb-cisr.gc.ca>; Ethier, Everett (CFIA/ACIA) <everett.ethier@canada.ca>; Grant, Melissa <Melissa.Grant@tbs-sct.gc.ca>; O'Keefe, Jonathan (VAC/ACC) <jonathan.okeefe@canada.ca>; Keon, Josh (FIN) <josh.keon@canada.ca>; Kevin Collins <kevin.collins@international.gc.ca>; Lilloco, Kristina (BAC/LAC) <kristina.lilloco@canada.ca>; Lise Leon <lise.leon@justice.gc.ca>; Macleod, Fiona <Fiona.Macleod@tbs-sct.gc.ca>; Bujold, Marc-André (PCH) <marc-andre.bujold@canada.ca>; Marie-Claude Lessard <marieclaudellessard@hrsdcc-rhdcc.gc.ca>; Nicholson, Mary (VAC/ACC) <mary.nicholson@canada.ca>; Richard Haye <richard.haye@rcmp-grc.gc.ca>; Ristani, Linda <Linda.Ristani@tbs-sct.gc.ca>; Rousseau, Andrea (HC/SC) <andrea.rousseau@canada.ca>; Schofield, Jennifer <Jennifer.Schofield@tbs-sct.gc.ca>; Emmerson, Shelley (EC) <shelley.emmerson@canada.ca>; Stephane Brisson <stephane.brisson@csc-scc.gc.ca>; Steven Morgan <steven.morgan@cra-arc.gc.ca>; Sue Brennan <sue.brennan@cra-arc.gc.ca>; Martin, Tammy Anne (AADNC/AANDC) <tammyanne.martin@canada.ca>; Naylor, Ruth <Ruth.Naylor@tbs-sct.gc.ca>; Beaulieu, Vincent (AAFC/AAC) <vincent.beaulieu@canada.ca>  
**Cc:** Collins, Zahira (HC/SC) <zahira.collins@canada.ca>; Alexis, Vanoushka (HC/SC) <vanoushka.alexis@canada.ca>; McGowan, Lisa (HC/SC) <lisa.mcgowan@canada.ca>  
**Subject:** FOR ACTION: University Recruitment - ATIP Stream - Next wave

Dear Colleagues,

I hope that this message finds you and your families well.

Below is an update on the current process, and a request for your Action to identify interest in attending an upcoming meeting on ATIP PSR Recruitment going forward.

First, I will start by noting that the Post Secondary Recruitment (PSR) process that Health Canada was leading on with support from several of your departments is nearing completion. Following standardized testing, written exam and interviews, we have 82 successful candidates who were asked to provide references, which were due September 18<sup>th</sup>. With support from some of your staff, we are completing the assessment of these. In addition, the Public Service Commission (PSC) has invited us to participate in a pilot program to assess OL capacity using new methods they have developed post COVID restrictions.

In the meantime, I have engaged my Human Resources Services on launching a next wave of PSR recruitment for the ATIP Community and on this I have **GREAT NEWS!** They have reached out to their PSC counterparts, and the PSC has agreed to support the ATIP Community by launching a PSC-led campaign that is run with inter-departmental support. I am advised that the PSC is noting the shortage in the ATIP Community and is prepared to create a stream for ATIP where they would do regular recruitment on our behalf. In my preliminary discussions with my HR contact, I understand that we may need to form an inter-departmental advisory group to help guide the process, identify needs and develop or input on assessment tools, but that much of the coordination and management would be done by the PSC.

As a first step, PSC have asked to have a meeting with interested departments. I am therefore reaching out to the ATIP Coordinator's Working Group to identify those interested in attending an upcoming meeting with the PSC to learn more about what they can do for us and next steps to put it in place.

Please indicate 1) if you are interested in being invited to the meeting and 2) which of the following time slots you prefer (provide option numbers or where you (or a delegate) cannot attend please indicate "unavailable")

I will make best efforts to find a time that works for everyone. Recognizing that we are all busy, if I don't hear from you, I will invite you to the time that works best. Due to timing for PSR launch, we need to have a meeting as soon as possible, so dates next week are identified below.

Input requested:

1 – Do you want to be invited to the meeting with the Public Service Commission about PSR Staffing for ATIP?

2 – IF so, which times can you attend, indicating preference (1, 2, 3, or "unavailable")

- Monday between 2:00-3:00PM
- Wednesday between 1:00-3:00PM
- Thursday between 2:30 - 3:30PM
- Friday between 1:00PM -3:00PM

Cynthia

s.19(1)

s.21(1)(b)

**From:** [Acres, Natalie](#)  
**Sent:** September 28, 2020 3:31 PM  
**To:** [Golden, Danielle](#); [Nandy, Janhabi](#)  
**Subject:**

RE: FOR REVIEW: HR actions

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UNCLASSIFIED / NON CLASSIFIÉ

Natalie

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**From:** Golden, Danielle <[Danielle.Golden@tbs-sct.gc.ca](mailto:Danielle.Golden@tbs-sct.gc.ca)>  
**Sent:** September 28, 2020 2:43 PM  
**To:** Nandy, Janhabi <[Janhabi.Nandy@tbs-sct.gc.ca](mailto:Janhabi.Nandy@tbs-sct.gc.ca)>; Acres, Natalie <[Natalie.Acres@tbs-sct.gc.ca](mailto:Natalie.Acres@tbs-sct.gc.ca)>  
**Subject:** RE: FOR REVIEW: HR actions

UNCLASSIFIED / NON CLASSIFIÉ

I just have one suggestion under the PM-02:

Natalie, your thoughts?

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**From:** Nandy, Janhabi <[Janhabi.Nandy@tbs-sct.gc.ca](mailto:Janhabi.Nandy@tbs-sct.gc.ca)>  
**Sent:** September 28, 2020 2:36 PM  
**To:** Golden, Danielle <[Danielle.Golden@tbs-sct.gc.ca](mailto:Danielle.Golden@tbs-sct.gc.ca)>; Acres, Natalie <[Natalie.Acres@tbs-sct.gc.ca](mailto:Natalie.Acres@tbs-sct.gc.ca)>  
**Subject:** FOR REVIEW: HR actions

UNCLASSIFIED / NON CLASSIFIÉ

***Sorry, can you take a quick last review of this – I added lateral deployment for all just in case, but if wrong, correct me.***

Hi Marie-Chantale – The below are approved with some additional information provided. Also, I think it would be useful for all of us, including Natalie, to review the current and planned staffing for ATIP, to make sure we are all on the same page. The team has produced a spreadsheet that details all of the positions and we can review together. Natalie will send a scheduler and the documents soon. Thanks, Janhabi

**PM-02 – January 4, 2021 – ATIP**

- This staffing is to replace an incumbent,
- Anticipatory process to be launched, or to fill

**PM-03 – January 4, 2021 – ATIP**

- This staffing action is to replace Louis-Phillipe Prefontaine-Dastous, who was in a full-time PM-04 position in FY 19-20, went on secondment, and then left the group upon his return.
- It is proposed that we backfill with a PM-03, as a level of candidate that may be easier to fill. Due to delays in replacing him, the resources expended on this position are \$6,336 less

than 19-20.

- Position to be created – not sure if this is required, but if so, note that it would be replacing a PM04 existing, not a new funded box.
- Anticipatory process to be launched, or to fill through lateral deployment.

**PM-04 – January 4, 2021 – ATIP**

- This is to staff a existing position.
- This hire would replace Barbara Hasse, who was in position the first 3 months of COVID, and replaced Yves Carle was in a full-time PM04 position for 6 months in FY 19-20. Due to delays in replacing her, the resources expended on this position will cost \$36K less in 20-21 than the previous year.
- Anticipatory process to be launched, or to fill through lateral deployment.

**PM-05 – January 4, 2021 – ATIP**

- This is to staff an existing position.
- Roger Martineau from the Privacy Policy team left a few weeks ago, we have asked for Yvette LeBrun to act, and this plan is to staff the position by the new year.
- To fill through lateral deployment.

**NEW CR-04 – November 2, 2020 - ATIP**

- This is to support increased administrative work over the past two years, as well as provide an entry level position to support and diversify the analyst pipeline.
- Position to be created



s.19(1)

s.21(1)(b)

**Subject:** APPROVED: HR actions  
**Location:** Microsoft Teams Meeting

**Start:** Mon 2020-10-05 10:30 AM  
**End:** Mon 2020-10-05 11:00 AM  
**Show Time As:** Tentative

**Recurrence:** (none)

**Meeting Status:** Not yet responded

**Organizer:** Acres, Natalie  
**Required Attendees:** Clouston, Marie-Chantale; Golden, Danielle; Nandy, Janhabi  
**Optional Attendees:** Sarazin-Normand, Caroline

Hello all,

I hope this time works for everyone. Attached is the spreadsheet that Janhabi referenced in her email.

Thanks,

Natalie

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## Join Microsoft Teams Meeting

[Learn more about Teams](#) | [Meeting options](#)

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**From:** Nandy, Janhabi <[Janhabi.Nandy@tbs-sct.gc.ca](mailto:Janhabi.Nandy@tbs-sct.gc.ca)>  
**Sent:** September 28, 2020 4:21 PM  
**To:** Clouston, Marie-Chantale <[Marie-Chantale.Clouston@tbs-sct.gc.ca](mailto:Marie-Chantale.Clouston@tbs-sct.gc.ca)>  
**Cc:** Sarazin-Normand, Caroline <[Caroline.Sarazin-Normand@tbs-sct.gc.ca](mailto:Caroline.Sarazin-Normand@tbs-sct.gc.ca)>; Golden, Danielle <[Danielle.Golden@tbs-sct.gc.ca](mailto:Danielle.Golden@tbs-sct.gc.ca)>; Acres, Natalie <[Natalie.Acres@tbs-sct.gc.ca](mailto:Natalie.Acres@tbs-sct.gc.ca)>  
**Subject:** APPROVED: HR actions

UNCLASSIFIED / NON CLASSIFIÉ

Hi Marie-Chantale – The below are approved with some additional information provided. Also, I think it would be useful for all of us, including Natalie, to review the current and planned staffing for ATIP, to make sure we are all on the same page. The team has produced a spreadsheet that details all of the positions and we can review together. Natalie will send a scheduler and the documents soon. Thanks, Janhabi

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- Position to be created

s.19(1)

**From:** [Acres, Natalie](#)  
**Sent:** September 23, 2020 10:59 AM  
**To:** [sandra.douville@forces.gc.ca](mailto:sandra.douville@forces.gc.ca); [deirdra.finn@forces.gc.ca](mailto:deirdra.finn@forces.gc.ca)  
**Subject:** ATIP PM-03/04 process

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UNCLASSIFIED / NON CLASSIFIÉ

Hi Deirdra and Sandra,

Hope you are both doing well.

TBS was considering running a PM-03/04 process. Rather than starting from scratch could we join in the DND process and pool resources? Let me know if this would be a possibility and I will share the poster to see if it aligns with what the experience they were looking for.

Natalie

Natalie Acres  
Director, ATIP/ Directrice, AIPRP

Strategic Communications and Ministerial Affairs / Communications stratégiques et affaires ministérielles  
Treasury Board of Canada Secretariat / Secrétariat du Conseil du Trésor  
[Natalie.Acres@tbs-sct.gc.ca](mailto:Natalie.Acres@tbs-sct.gc.ca) / Tel: 343-572-5215

## Employee detail by Fund Centre Report

<b>Fund Group:</b>	All Fund Groups
<b>Fiscal Year:</b>	2020/21
<b>Fund Centres:</b>	0560420103 - BILL C-58 IMPLEMENTATION (420103)

### Fund Centre Description: BILL C-58 IMPLEMENTATION (420103)

Name	Position # or Global	Classification Id	Employee Tenure	Start Date	End Date	Next Increment Date	Annual Salary Rate	Annual Bilingual Bonus Rate	Total FTE Usage Forecast	Total Forecast	YTD Actual Amount
ELMS,MANDY	00004480 (PM-2)	PM-2-0	Indeterminate	2020-04-01	2021-03-31				0.00		
		PM-2-3	Indeterminate	2020-04-01	2021-03-31	2020-06-12			1.00		
		PM-2-3									
<b>ELMS,MANDY - Total</b>									<b>1.00</b>		
Global Forecast	Global	OVERTIME COSTS		2020-04-01	2021-03-31				0.00		
<b>Global Forecast - Total</b>									<b>0.00</b>		
GOFF,TYLER	00348697 (PM-6)	PM-6-0	Indeterminate	2020-04-01	2020-06-30				0.00		
		PM-6-1	Indeterminate	2020-04-01	2020-06-30	2020-10-30			0.25		
		PM-6-0	Indeterminate	2020-07-01	2020-11-27				0.00		
		PM-6-1	Indeterminate	2020-07-01	2020-10-29	2020-10-30			0.33		
		PM-6-2	Indeterminate	2020-10-30	2020-11-27	2020-10-30			0.08		
		PM-6-2									
<b>GOFF,TYLER - Total</b>									<b>0.66</b>		
GOLDEN,DANIELLE	00348357 (EX-1)	EX-1-0	Indeterminate	2020-04-01	2020-06-30	2020-04-01			0.25		
		EX-1-0	Indeterminate	2020-07-01	2021-03-31	2020-04-01			0.75		
		EX-1-0									
<b>GOLDEN,DANIELLE - Total</b>									<b>1.00</b>		
LIGHTBOURNE,GREG BELL	00000000 (IS-2)	IS-2-3	Temporary	2020-08-31	2021-03-31	2021-03-23			0.59		
<b>LIGHTBOURNE,GREG BELL - Total</b>									<b>0.59</b>		
LUBRUN,YVETTE	00347641 (PM-5)	PM-5-0	Indeterminate	2020-09-29	2021-01-28				0.00		
		PM-5-1	Indeterminate	2020-09-29	2021-01-28	2021-10-02			0.34		

## Employee detail by Fund Centre Report

<b>Fund Group:</b>	All Fund Groups
<b>Fiscal Year:</b>	2020/21
<b>Fund Centres:</b>	0560420103 - BILL C-58 IMPLEMENTATION (420103)

Name	Position # or Global	Classification Id	Employee Tenure	Start Date	End Date	Next Increment Date	Annual Salary Rate	Annual Bilingual Bonus Rate	Total FTE Usage Forecast	Total Forecast	YTD Actual Amount
<b>LUBRUN, YVETTE - Total</b>									<b>0.34</b>		
MARTINEAU, ROGER	00347641 (PM-5)	PM-5-0	Indeterminate	2020-04-01	2020-09-07				0.00		
		PM-5-3	Indeterminate	2020-04-01	2020-09-07	2020-06-16			0.44		
		PM-5-3									
<b>MARTINEAU, ROGER - Total</b>									<b>0.44</b>		
MATTHEWS, CARTER	00348704 (CR-4)	CR-4-1	Temporary	2020-06-27	2020-10-16	2020-10-18			0.31		
		PM-1-1									
<b>MATTHEWS, CARTER - Total</b>									<b>0.31</b>		
Planned Position	00347641 (PM-5)	PM-5-0		2021-01-29	2021-01-31				0.00		
		PM-5-3		2021-01-29	2021-01-31	2022-01-29			0.00		
		PM-5-0		2021-02-01	2021-03-31				0.00		
		PM-5-3		2021-02-01	2021-03-31	2022-01-29			0.16		
	00348697 (PM-6)	PM-6-0		2020-12-01	2021-03-31				0.00		
		PM-6-5		2020-12-01	2021-03-31	2021-12-01			0.33		
	42020204 (CR-4)	CR-4-4		2020-10-20	2020-10-31	2021-10-19			0.03		
		CR-4-4		2020-11-01	2021-03-31	2021-10-19			0.41		
<b>Planned Position - Total</b>									<b>0.95</b>		
TESKE, MYRNA	00347728 (PM-5)	PM-5-3	Indeterminate	2020-04-01	2020-06-30	2020-06-16			0.25		
		PM-5-3	Indeterminate	2020-07-01	2021-03-31	2020-06-16			0.75		
		PM-5-3									
<b>TESKE, MYRNA - Total</b>									<b>1.00</b>		
<b>BILL C-58 IMPLEMENTATION (420103) - Total</b>									<b>6.28</b>		
<b>- Total</b>									<b>6.28</b>		

## Employee detail by Fund Centre Report

<b>Fund Group:</b>	All Fund Groups
<b>Fiscal Year:</b>	2020/21
<b>Fund Centres:</b>	0560420202 - ACCESS TO INFORMATION AND PRIVACY REVENU (420202)

### Fund Centre Description: ACCESS TO INFORMATION AND PRIVACY REVENU (420202)

Name	Position # or Global	Classification Id	Employee Tenure	Start Date	End Date	Next Increment Date	Annual Salary Rate	Annual Bilingual Bonus Rate	Total FTE Usage Forecast	Total Forecast	YTD Actual Amount	
ACRES,NATALIE	00217035 (EX-1)	EX-1-0	Indeterminate	2020-09-14	2021-03-31	2021-04-01			0.55			
<b>ACRES,NATALIE - Total</b>										<b>0.55</b>		
ADAMSONS,KEVIN	00347636 (PM-5)	PM-5-1	Indeterminate	2020-04-01	2020-06-30	2020-12-30			0.25			
		PM-5-0	Indeterminate	2020-04-01	2020-06-30				0.00			
		PM-5-1	Indeterminate	2020-07-01	2020-12-29	2020-12-30			0.50			
		PM-5-0	Indeterminate	2020-07-01	2021-03-31				0.00			
		PM-5-2	Indeterminate	2020-12-30	2021-03-31	2020-12-30			0.25			
<b>ADAMSONS,KEVIN - Total</b>										<b>1.00</b>		
CROTEAU,ANNIE	00007384 (PM-5)	PM-5-0	Indeterminate	2020-04-01	2021-03-31				0.00			
		PM-5-2	Indeterminate	2020-04-01	2020-07-01	2019-07-03			0.25			
		PM-5-3	Indeterminate	2020-07-02	2021-03-31	2019-07-03			0.75			
		PM-5-3										
<b>CROTEAU,ANNIE - Total</b>										<b>1.00</b>		
GARG,ANIKA	00000000 (PM-1)	PM-1-1	Temporary	2020-05-25	2020-09-23	2021-05-25			0.34			
		00000000 (SUF-0)	SUF-0-5	Temporary	2020-04-01	2020-04-22	2021-03-02			0.06		
		00349544 (PM-1)	PM-1-0	Indeterminate	2020-09-24	2021-03-31				0.00		
			PM-1-1	Indeterminate	2020-09-24	2021-03-31	2021-05-25			0.52		
		SUF-0-5										
<b>GARG,ANIKA - Total</b>										<b>0.92</b>		
GARNETTE,OLIVIA	00000000	SUB-0-5	Temporary	2020-04-01	2020-05-03	2020-05-06			0.09			

## Employee detail by Fund Centre Report

<b>Fund Group:</b>	All Fund Groups
<b>Fiscal Year:</b>	2020/21
<b>Fund Centres:</b>	0560420202 - ACCESS TO INFORMATION AND PRIVACY REVENU (420202)

Name	Position # or Global	Classification Id	Employee Tenure	Start Date	End Date	Next Increment Date	Annual Salary Rate	Annual Bilingual Bonus Rate	Total FTE Usage Forecast	Total Forecast	YTD Actual Amount
GARNETTE,OLIVIA	(SUB-0)	SUB-0-5	Temporary	2020-05-04	2020-05-05	2020-05-06			0.01		
		SUB-0-6	Temporary	2020-05-06	2020-08-30	2020-05-06			0.32		
		SUB-0-5	Temporary	2020-08-31	2020-09-28	2021-05-06			0.08		
		SUB-0-6									
<b>GARNETTE,OLIVIA - Total</b>									<b>0.49</b>		
GOFF,TYLER	00007675 (PM-5)	PM-5-3	Indeterminate	2020-11-28	2021-03-31	2021-09-04			0.34		
		PM-5-0	Indeterminate	2020-11-28	2021-03-31				0.00		
<b>GOFF,TYLER - Total</b>									<b>0.34</b>		
HAASE,BARBARA	00347738 (PM-4)	PM-4-1	Indeterminate	2020-04-01	2020-05-14	2021-03-16			0.12		
		PM-4-1									
<b>HAASE,BARBARA - Total</b>									<b>0.12</b>		
HALEY,SARAH	00000000 (SUH-0)	SUH-0-4	Temporary	2020-04-01	2020-04-28	2020-01-03			0.08		
		SUH-0-4	Temporary	2020-04-29	2020-08-27	2021-01-03			0.33		
	00004657 (PM-3)	PM-3-0	Indeterminate	2020-08-28	2021-03-31				0.00		
		PM-3-1	Indeterminate	2020-08-28	2021-03-31	2021-08-28			0.59		
	SUH-0-4										
<b>HALEY,SARAH - Total</b>									<b>1.00</b>		
HOGUE,ALYSSA	00347478 (PM-2)	PM-2-1	Indeterminate	2020-04-01	2020-10-15	2020-10-16			0.54		
		PM-2-0	Indeterminate	2020-04-01	2021-03-31				0.00		
		PM-2-2	Indeterminate	2020-10-16	2021-03-31	2020-10-16			0.46		
		PM-2-2									
<b>HOGUE,ALYSSA - Total</b>									<b>1.00</b>		
LABERGE,GISELE	00347529 (PM-1)	PM-1-2	Indeterminate	2020-04-01	2021-03-31	2020-04-01			1.00		

## Employee detail by Fund Centre Report

<b>Fund Group:</b>	All Fund Groups
<b>Fiscal Year:</b>	2020/21
<b>Fund Centres:</b>	0560420202 - ACCESS TO INFORMATION AND PRIVACY REVENU (420202)

Name	Position # or Global	Classification Id	Employee Tenure	Start Date	End Date	Next Increment Date	Annual Salary Rate	Annual Bilingual Bonus Rate	Total FTE Usage Forecast	Total Forecast	YTD Actual Amount
LABERGE,GISELE	00347529 (PM-1)	PM-1-0	Indeterminate	2020-04-01	2021-03-31				0.00		
		PM-1-2									
<b>LABERGE,GISELE - Total</b>									<b>1.00</b>		
LACROIX,LISE	00005400 (PM-3)	PM-3-0	Indeterminate	2020-04-01	2020-05-19				0.00		
		PM-3-3	Indeterminate	2020-04-01	2020-05-19	2020-07-16			0.13		
		PM-3-0	Indeterminate	2020-05-20	2021-03-31				0.00		
		PM-3-3	Indeterminate	2020-05-20	2021-03-31	2021-01-20			0.87		
		PM-3-3									
<b>LACROIX,LISE - Total</b>									<b>1.00</b>		
LI,MIRANDA	00324322 (PM-5)	PM-5-0	Indeterminate	2020-04-01	2020-06-30				0.00		
		PM-5-3	Indeterminate	2020-04-01	2020-06-30	2018-04-03			0.25		
		PM-5-0	Indeterminate	2020-07-01	2021-03-31				0.00		
		PM-5-3	Indeterminate	2020-07-01	2021-03-31	2018-04-03			0.75		
		PM-5-3									
<b>LI,MIRANDA - Total</b>									<b>1.00</b>		
LUBRUN,YVETTE	00326099 (PM-4)	PM-4-0	Indeterminate	2020-04-01	2020-09-28				0.00		
		PM-4-3	Indeterminate	2020-04-01	2020-09-28	2018-10-02			0.49		
		PM-4-0	Indeterminate	2021-01-29	2021-03-31				0.00		
		PM-4-3	Indeterminate	2021-01-29	2021-03-31	2021-10-02			0.17		
		PM-5-1									
<b>LUBRUN,YVETTE - Total</b>									<b>0.66</b>		
MACDONALD,JO-ANN	00327644 (PM-4)	PM-4-0	Indeterminate	2020-04-01	2021-03-31				0.00		
		PM-4-3	Indeterminate	2020-04-01	2021-03-31	2019-10-30			1.00		



### Employee detail by Fund Centre Report

<b>Fund Group:</b>	All Fund Groups
<b>Fiscal Year:</b>	2020/21
<b>Fund Centres:</b>	0560420202 - ACCESS TO INFORMATION AND PRIVACY REVENU (420202)

Name	Position # or Global	Classification Id	Employee Tenure	Start Date	End Date	Next Increment Date	Annual Salary Rate	Annual Bilingual Bonus Rate	Total FTE Usage Forecast	Total Forecast	YTD Actual Amount
MACDONALD,JO-ANN		PM-4-3									
<b>MACDONALD,JO-ANN - Total</b>									<b>1.00</b>		
MARASCO,LOUISE	00004482 (PM-4)	PM-4-0	Indeterminate	2020-10-31	2021-03-31				0.00		
		PM-4-3	Indeterminate	2020-10-31	2021-03-31	2021-02-12			0.41		
	00007675 (PM-5)	PM-5-0	Indeterminate	2020-04-01	2020-06-30				0.00		
		PM-5-1	Indeterminate	2020-04-01	2020-06-30	2020-10-30			0.25		
		PM-5-0	Indeterminate	2020-07-01	2020-10-30				0.00		
		PM-5-1	Indeterminate	2020-07-01	2020-10-29	2020-10-30			0.33		
		PM-5-2	Indeterminate	2020-10-30	2020-10-30	2020-10-30			0.00		
PM-5-2											
<b>MARASCO,LOUISE - Total</b>									<b>1.00</b>		
MATTHEWS,CARTER	00005518 (PM-1)	PM-1-1	Temporary	2020-04-01	2020-06-26	2020-10-18			0.24		
		PM-1-1									
<b>MATTHEWS,CARTER - Total</b>									<b>0.24</b>		
MELO,CATARINA	00327167 (PM-2)	PM-2-0	Indeterminate	2020-04-01	2021-03-31				0.00		
		PM-2-3	Indeterminate	2020-04-01	2021-03-31	2020-04-03			1.00		
		PM-2-3									
<b>MELO,CATARINA - Total</b>									<b>1.00</b>		
MEREDITH,ANIK	00326666 (PM-6)	PM-6-2	Indeterminate	2020-04-01	2020-04-29	2020-04-30			0.07		
		PM-6-0	Indeterminate	2020-04-01	2020-06-01				0.00		
		PM-6-3	Indeterminate	2020-04-30	2020-06-01	2020-04-30			0.08		
		PM-6-0	Indeterminate	2020-06-02	2020-06-30				0.00		
		PM-6-3	Indeterminate	2020-06-02	2020-06-30	2021-04-30			0.08		

**Employee detail by Fund Centre Report**

<b>Fund Group:</b>	All Fund Groups
<b>Fiscal Year:</b>	2020/21
<b>Fund Centres:</b>	0560420202 - ACCESS TO INFORMATION AND PRIVACY REVENU (420202)

Name	Position # or Global	Classification Id	Employee Tenure	Start Date	End Date	Next Increment Date	Annual Salary Rate	Annual Bilingual Bonus Rate	Total FTE Usage Forecast	Total Forecast	YTD Actual Amount
MEREDITH, ANIK	00326666 (PM-6)	PM-6-3	Indeterminate	2020-07-01	2021-03-31	2021-04-30			0.75		
		PM-6-0	Indeterminate	2020-07-01	2021-03-31				0.00		
		PM-6-3									
<b>MEREDITH, ANIK - Total</b>									<b>0.98</b>		
Planned Position	00347738 (PM-4)	PM-4-3		2021-01-25	2021-01-31	2021-01-25			0.02		
		PM-4-3		2021-02-01	2021-03-31	2021-01-25			0.16		
		42020203 (SUB-0)	SUB-0-5		2021-01-01	2021-03-31	2022-01-01			0.10	
<b>Planned Position - Total</b>									<b>0.28</b>		
PREFONTAINE- DASTOUS, LOUIS- PHILIPPE	00325238 (PM-4)	PM-4-0	Indeterminate	2020-04-01	2020-04-05				0.00		
		PM-4-3	Indeterminate	2020-04-01	2020-04-05	2020-11-05			0.01		
		PM-4-3									
<b>PREFONTAINE-DASTOUS, LOUIS-PHILIPPE - Total</b>									<b>0.01</b>		
RACINE, VANESSA	00000000 (SUF-0)	SUF-0-5	Temporary	2020-04-01	2020-04-30	2021-01-06			0.08		
		SUF-0-5	Temporary	2020-05-08	2020-08-27	2021-05-08			0.31		
		SUF-0-5	Temporary	2020-08-28	2020-12-30	2021-05-08			0.34		
		SUF-0-5									
<b>RACINE, VANESSA - Total</b>									<b>0.73</b>		
ROBERT, DENIS	00325479 (PM-6)	PM-6-0	Indeterminate	2020-04-01	2020-06-30				0.00		
		PM-6-4	Indeterminate	2020-04-01	2020-06-30	2020-01-16			0.25		
		PM-6-0	Indeterminate	2020-07-01	2021-03-31				0.00		
		PM-6-4	Indeterminate	2020-07-01	2021-01-14	2020-01-16			0.54		
		PM-6-5	Indeterminate	2021-01-15	2021-03-31	2020-01-16			0.21		
		PM-6-5									

## Employee detail by Fund Centre Report

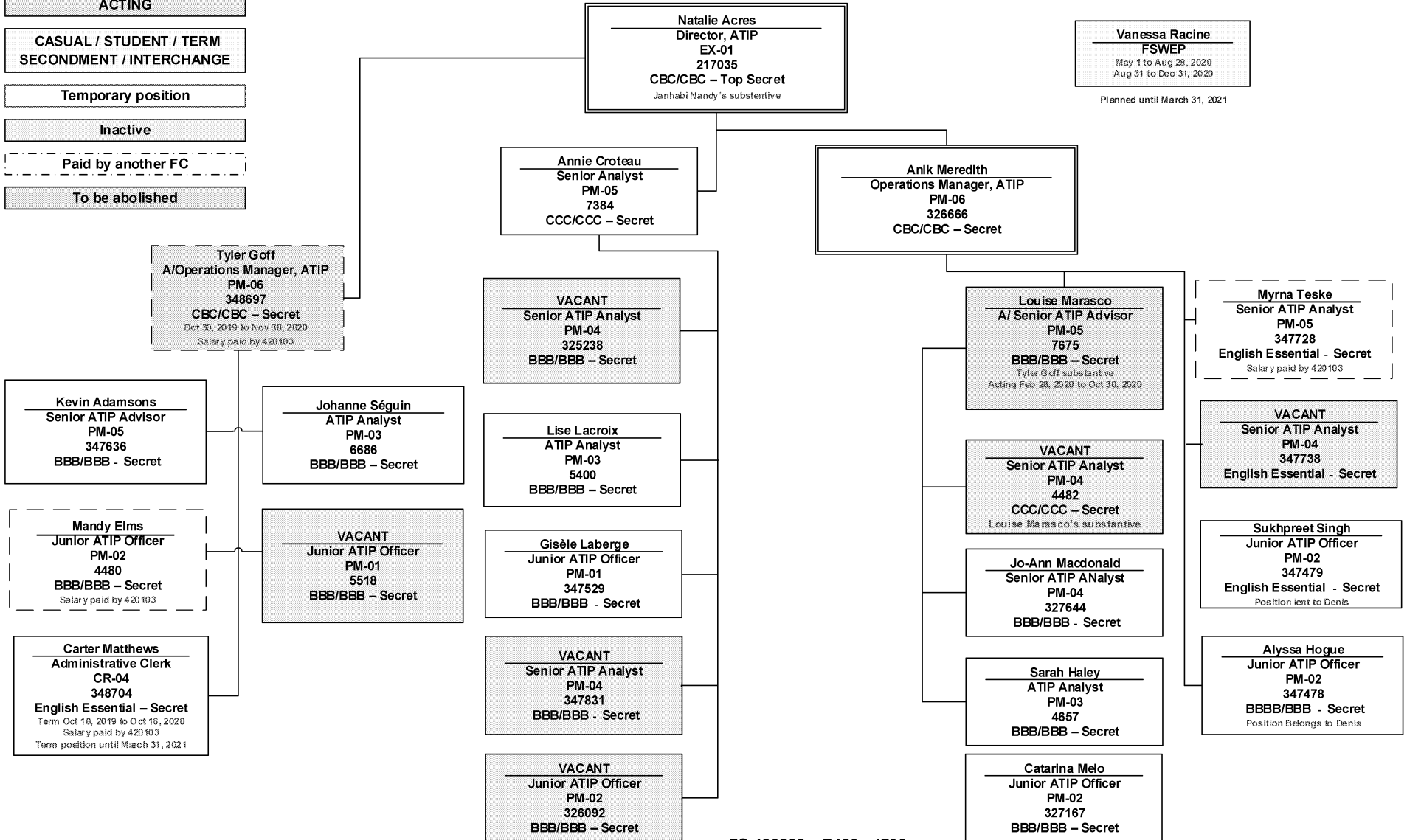
<b>Fund Group:</b>	All Fund Groups
<b>Fiscal Year:</b>	2020/21
<b>Fund Centres:</b>	0560420202 - ACCESS TO INFORMATION AND PRIVACY REVENU (420202)

Name	Position # or Global	Classification Id	Employee Tenure	Start Date	End Date	Next Increment Date	Annual Salary Rate	Annual Bilingual Bonus Rate	Total FTE Usage Forecast	Total Forecast	YTD Actual Amount
<b>ROBERT, DENIS - Total</b>									<b>1.00</b>		
SÉGUIN, JOHANNE	00006686 (PM-3)	PM-3-3	Indeterminate	2020-04-01	2021-03-31	2019-06-21			1.00		
		PM-3-0	Indeterminate	2020-04-01	2021-03-31				0.00		
		PM-3-3									
<b>SÉGUIN, JOHANNE - Total</b>									<b>1.00</b>		
SINGH, SUKHPREET	00347479 (PM-2)	PM-2-1	Indeterminate	2020-04-01	2020-05-11	2020-05-12			0.11		
		PM-2-2	Indeterminate	2020-05-12	2021-03-31	2020-05-12			0.89		
		PM-2-2									
<b>SINGH, SUKHPREET - Total</b>									<b>1.00</b>		
<b>ACCESS TO INFORMATION AND PRIVACY REVENU (420202) - Total</b>									<b>18.33</b>	<b>\$1,292,920.74</b>	<b>\$561,910.00</b>
<b>- Total</b>									<b>18.33</b>	<b>\$1,292,920.74</b>	<b>\$561,910.00</b>

### SCMA – Ministerial Services – Access to Information (ATIP) Operations

561 020 4000

- VACANT
- ACTING
- CASUAL / STUDENT / TERM  
SECONDMENT / INTERCHANGE
- Temporary position
- Inactive
- Paid by another FC
- To be abolished



FC 420202 – B120 – I700

### SCMA – Ministerial Services – Access to Information (ATIP) Privacy Policy

561 020 4000

- VACANT
- ACTING
- CASUAL / STUDENT / TERM  
SECONDMENT / INTERCHANGE
- Temporary position
- Inactive
- Paid by another FC
- To be abolished

**Natalie Acres**  
 Director, ATIP  
 EX-01  
 217035  
 CBC/CBC – TopSecret  
 Janhabi Nandy's substantive

**Denis Robert**  
 Manager, ATIP  
 PM-06  
 325479  
 CBC/CBC – Secret

**Alyssa Hogue**  
 Junior ATIP Officer  
 PM-02  
 347478  
 BBBB/BBB - Secret  
 Position lent to Danielle

**Sukhpreet Singh**  
 Junior ATIP Officer  
 PM-02  
 347479  
 English Essential - Secret  
 Position belongs to Danielle

**Yvette Lubrun**  
 Senior ATIP Analyst  
 PM-04  
 326099  
 BBB/BBB - Secret

**VACANT**  
 Senior ATIP Analyst  
 PM-04  
 4481  
 BBB/BBB – Secret

**Li, Miranda**  
 Senior ATIP Advisor  
 PM-05  
 324322  
 CBC/CBC - Secret

**Yvette Lubrun**  
 A/ Senior Privacy Advisor  
 PM-05  
 347641  
 BBB/BBB - Secret  
 Salary Paid by 420103  
 Sept 29, 2020 to Jan 28, 2021

**Anika Garg**  
 Junior ATIP Officer  
 PM-01  
 349544  
 BBB/BBB – Secret

Planned January 4, 2021

FC 420202 – B120 – I700

UNCLASSIFIED / NON CLASSIFIÉ

Allocated Salary Budget	\$ 952,320.88	Forecasted	\$ 1,292,820.74
Allocated G&S Budget	\$ 23,615.00	Forecasted	\$ 147,929.32
<b>TRAINING</b>			
		ANNUAL PLAN	\$ 1,350.00
Consultant			\$ 10,150.00
<b>RENTALS</b>			
		ANNUAL PLAN	\$ 136,429.32
	CONTRAT	ANNUAL PLAN	\$ 36,429.32
	MIGRATION	ANNUAL PLAN	
	SYSTEME (RFP) - JANVIER	ANNUAL PLAN	\$ 100,000.00
<b>MATERIAL AND SUPPLIES</b>			
		ANNUAL PLAN	\$ -
<b>AWARD</b>			
		ANNUAL PLAN	\$ -

UNCLASSIFIED / NON CLASSIFIÉ

Surplus/Deficit	-\$	340,499.86
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Surplus/Deficit	-\$	124,314.32
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ACTUALS \$ 1,350.00 FREE BALANCE \$ -  
 ACTUALS \$ - FREE BALANCE \$ 10,150.00



ACTUALS \$ - FREE BALANCE \$ 136,429.32

ACTUALS \$ 36,429.32 FREE BALANCE \$ -  
 ACTUALS \$ - FREE BALANCE \$ -  
 ACTUALS \$ - FREE BALANCE \$ 100,000.00



ACTUALS \$ - FREE BALANCE \$ -



ACTUALS \$ - FREE BALANCE \$ -



**TOTAL ACTUALS \$ 37,779.32**

UNCLASSIFIED / NON CLASSIFIÉ

TRAINING			
Yvon Gauthier - 192030TBS - March 9, 2020	Formation d'équipe	ACMC	\$ 1,350.00
TOTAL			\$
Calytera Software Inc - 1477 - Jun 11, 2020	Maintenance - Software Bundle		\$ 29,935.88
Calytera Software Inc - 1502 - Jun 30, 2020	Software - AccessPro Bundle		\$ 6,493.44
TOTAL			\$



UNCLASSIFIED / NON CLASSIFIÉ

BI
Clear
1,350.00
Clear
Clear
36,429.32

**From:** [Natalie Acres](#)  
**Sent:** September 22, 2020 9:53 AM  
**To:** [Acres, Natalie](#)  
**Subject:** Fwd: FW: Business case salary forecasting and june org chart  
**Attachments:** Salary - 420103 - 420202.pdf; ATIP Pressures update June 2020 (002).docx; Org Chart.eml; ATIP Operations.pdf; ATIP Privacy Policy.pdf

---

----- Forwarded message -----

**From:** **Golden, Danielle** <[Danielle.Golden@tbs-sct.gc.ca](mailto:Danielle.Golden@tbs-sct.gc.ca)>  
**Date:** Wed, Sep 16, 2020 at 11:03 AM  
**Subject:** FW: Business case salary forecasting and june org chart  
**To:** Natalie Acres ·

I have newer org chart- but this is a good start

---

**From:** Robert, Denis <[Denis.Robert@tbs-sct.gc.ca](mailto:Denis.Robert@tbs-sct.gc.ca)>

**Sent:** September 1, 2020 5:13 PM

**To:** Golden, Danielle <[Danielle.Golden@tbs-sct.gc.ca](mailto:Danielle.Golden@tbs-sct.gc.ca)>

**Cc:** Meredith, Anik <[Anik.Meredith@tbs-sct.gc.ca](mailto:Anik.Meredith@tbs-sct.gc.ca)>

**Subject:** Salary forecast spreadsheet - Actuals and planned (FCs #420202/420103) and Business case

Hi Danielle,

As we discussed earlier today...

**Salary Forecast Spreadsheet**

Please find attached the updated budget forecast spreadsheet for both your cost centers. Working with the most recent org. charts, the spreadsheet has been updated to reflect the actual expenditures to-date through to

end of fiscal.

You will note that given Roger's departure, we have accounted for a savings of

**\$50,626** from your actuals (upcoming PM-05 staffing was added to planned staffing section). We have also added the salary amount for the incoming EX-01

**(\$65,000)** – however we were uncertain if this was originally part of the forecasted amounts.

We have also asked Marie-Chantale for a copy of the spreadsheet she shared with us at the meeting today and will re-validate once I receive it. We have moved all upcoming planned staffing activities to a separate "planned

staffing section” in the spreadsheet to help you assess and decide on where you would like to focus staffing activities – based on available funding and business requirements.

For reference, we have also attached the salary forecast PDF that was shared with us ahead of this morning’s meeting - which shows your initial salary projections overall (pulled from SAP?).

### **Business case update**

I have also attached a copy of the last business case/funding pressure document that

**you sent in June 2020.** We believe that we can simply update it to include more updated stats as well as the additional workload associated with the “Production of Records” requirements. Thoughts?

In the meantime, Anik and I are available to discuss.

Merci - Denis

----- Forwarded message -----

From: "Clouston, Marie-Chantale" <[Marie-Chantale.Clouston@tbs-sct.gc.ca](mailto:Marie-Chantale.Clouston@tbs-sct.gc.ca)>

To: "Golden, Danielle" <[Danielle.Golden@tbs-sct.gc.ca](mailto:Danielle.Golden@tbs-sct.gc.ca)>, "Robert, Denis" <[Denis.Robert@tbs-sct.gc.ca](mailto:Denis.Robert@tbs-sct.gc.ca)>

Cc: "Roussel Legros, Marie-Pier" <[Marie-Pier.RousselLegros@tbs-sct.gc.ca](mailto:Marie-Pier.RousselLegros@tbs-sct.gc.ca)>

Bcc:

Date: Tue, 2 Jun 2020 14:28:13 +0000

Subject: Org Chart

Bonjour,

Tel que discuté, voici vos organigrammes à jour.

Merci

**Marie-Chantale Clouston**

Manager Sector Operations - Human Resources, Strategic Communications and Ministerial Affairs

Treasury Board of Canada Secretariat / Government of Canada

[Marie-Chantale.Clouston@tbs-sct.gc.ca](mailto:Marie-Chantale.Clouston@tbs-sct.gc.ca)

/ Tel: 613-371-3665

Gestionnaire des opérations du secteur - Ressources humaines, Communications stratégiques et affaires ministérielles

Secrétariat du Conseil du Trésor du Canada / Gouvernement du Canada

[Marie-Chantale.Clouston@tbs-sct.gc.ca](mailto:Marie-Chantale.Clouston@tbs-sct.gc.ca)

/ Tél: 613-371-3665

s.21(1)(a)

s.21(1)(b)

**From:** [Acres, Natalie](#)

**Sent:** September 23, 2020 3:44 PM

**To:** [Golden, Danielle](#)

**Subject:**

RE: Processus HR PM-02/03/04

---

UNCLASSIFIED / NON CLASSIFIÉ

Thanks. Background for all of this is key.

---

**From:** Golden, Danielle <[Danielle.Golden@tbs-sct.gc.ca](mailto:Danielle.Golden@tbs-sct.gc.ca)>

**Sent:** September 23, 2020 3:41 PM

**To:** Acres, Natalie <[Natalie.Acres@tbs-sct.gc.ca](mailto:Natalie.Acres@tbs-sct.gc.ca)>

**Subject:** FW: Processus HR PM-02/03/04

Protected: HR realities:

I like those ideas,

I think I would still like to see the 2 and the 3 include opportunities for

Anik bridged Sarah in at the PM-03 a few weeks back (5 year student with us),

They didn't have much success at level PM-04 and PM-05 for Policy last time (they did an assets for policy as you mentioned...)

Yette and Louise are the only two acting 5s right now, there is also Jo – Macdonald at a 4,

Things to think about for tomorrow's conversation ☺

---

**From:** Meredith, Anik <[Anik.Meredith@tbs-sct.gc.ca](mailto:Anik.Meredith@tbs-sct.gc.ca)>

**Sent:** September 23, 2020 3:23 PM

**To:** Golden, Danielle <[Danielle.Golden@tbs-sct.gc.ca](mailto:Danielle.Golden@tbs-sct.gc.ca)>; Acres, Natalie <[Natalie.Acres@tbs-sct.gc.ca](mailto:Natalie.Acres@tbs-sct.gc.ca)>

**Subject:** RE: Processus HR PM-02/03/04

UNCLASSIFIED / NON CLASSIFIÉ

Danielle:

Voici ce que je suggère :

- un processus compétitif, interne a TBS pour les niveaux PM-02/PM-03, ATIP seulement. Ceci permettrait au membre de l'équipe de Tyler et mon équipe d'appliquer pour une promotion.
- un processus séparé pour PM-04/PM-05 Privacy, pour les besoins de Denis
- Ops – trouver un candidat à niveau pour le poste de PM-04

On en discutera demain matin au trilat mais je voulais partager mon idée.

Merci,  
Anik

**From:** Golden, Danielle <[Danielle.Golden@tbs-sct.gc.ca](mailto:Danielle.Golden@tbs-sct.gc.ca)>  
**Sent:** September 23, 2020 2:23 PM  
**To:** Acres, Natalie <[Natalie.Acres@tbs-sct.gc.ca](mailto:Natalie.Acres@tbs-sct.gc.ca)>; Meredith, Anik <[Anik.Meredith@tbs-sct.gc.ca](mailto:Anik.Meredith@tbs-sct.gc.ca)>  
**Subject:** RE: Processus HR PM-02/03/04

Merci Anik!

Si tu peux nous donner ton aperçu de la conversation avec les RH, et comment tu voyais les choses et qu'est que tu nous propose? Tu fais partie de la gestion (☺) – demain matin durant notre trilat?

Qu'est-ce que tu penses d'une conversation avec Annie et Yvette, voir les points de vue à tous, on peut aussi inviter Denis et Tyler, puisque plusieurs de l'équipe à Tyler bénéficierait du processus

À demain

Danielle

---

**From:** Acres, Natalie <[Natalie.Acres@tbs-sct.gc.ca](mailto:Natalie.Acres@tbs-sct.gc.ca)>  
**Sent:** September 23, 2020 12:26 PM  
**To:** Golden, Danielle <[Danielle.Golden@tbs-sct.gc.ca](mailto:Danielle.Golden@tbs-sct.gc.ca)>  
**Subject:** RE: Processus HR PM-02/03/04

UNCLASSIFIED / NON CLASSIFIÉ

Sure.

Defence ATIP just launched a PM-03/04. They had hundreds of applicants. I checked in to see if we could join forces and benefit from the list. Down side of that is not promoting within for those who are ready for the next level position but maybe some TBS employees applied on the Defence poster. Something to consider...

Natalie

---

**From:** Golden, Danielle <[Danielle.Golden@tbs-sct.gc.ca](mailto:Danielle.Golden@tbs-sct.gc.ca)>  
**Sent:** September 23, 2020 12:12 PM  
**To:** Acres, Natalie <[Natalie.Acres@tbs-sct.gc.ca](mailto:Natalie.Acres@tbs-sct.gc.ca)>  
**Subject:** Fwd: Processus HR PM-02/03/04

Maybe we can talk about this after lunch between meetings or after conversation with Tyler..

Sent from my iPhone

Begin forwarded message:

**From:** "Golden, Danielle" <[Danielle.Golden@tbs-sct.gc.ca](mailto:Danielle.Golden@tbs-sct.gc.ca)>  
**Date:** September 22, 2020 at 3:53:00 PM EDT  
**To:** "Meredith, Anik" <[Anik.Meredith@tbs-sct.gc.ca](mailto:Anik.Meredith@tbs-sct.gc.ca)>  
**Cc:** "Robert, Denis" <[Denis.Robert@tbs-sct.gc.ca](mailto:Denis.Robert@tbs-sct.gc.ca)>, "Acres, Natalie" <[Natalie.Acres@tbs-sct.gc.ca](mailto:Natalie.Acres@tbs-sct.gc.ca)>  
**Subject:** RE: Processus HR PM-02/03/04



Merci Anik et bonne soirée

Danielle

---

**From:** Meredith, Anik <[Anik.Meredith@tbs-sct.gc.ca](mailto:Anik.Meredith@tbs-sct.gc.ca)>  
**Sent:** September 22, 2020 3:40 PM  
**To:** Golden, Danielle <[Danielle.Golden@tbs-sct.gc.ca](mailto:Danielle.Golden@tbs-sct.gc.ca)>; Acres, Natalie <[Natalie.Acres@tbs-sct.gc.ca](mailto:Natalie.Acres@tbs-sct.gc.ca)>  
**Cc:** Robert, Denis <[Denis.Robert@tbs-sct.gc.ca](mailto:Denis.Robert@tbs-sct.gc.ca)>  
**Subject:** FW: Processus HR PM-02/03/04

Danielle / Natalie:

Please find the briefing provided below – a further discussion about the process is required.

---

**Issue:**

Across government, ATIP Offices are facing recruitment and retention challenges. There is a shortage of qualified senior ATIP analysts at the PM-03/PM-04 level, as well as issues with frequent staff turnover. The TBS ATIP Office is also experiencing these challenges and without competitive positions in the management and senior analyst levels, we expect to continue to experience a higher than normal turnover in staff. Building capacity within TBS ATIP by implementing effective staffing measures is the desired outcome of the competition process to be launched in the following weeks.

**Management to confirm:**

- What is the budget available for PM-02/03/04 positions in the ATIP Office?
- How many positions are available for each level?

**Running a competition: promotional or at level**

The ATIP Office can opt to run the competitions for either **promotional reasons** or **at level**

**a) If promotional:**

- Must be posted on jobs.gc.ca to demonstrate merit was met
- SoMCs would have to be more robust than what was originally drafted

**Advantages:**

- TBS-ATIP staff can apply.
- Access to more potential candidates.
- PM-02 is an entry position. There are lots of AS-01/CR-05 position at TBS

**Disadvantages:**

- We may end up with a significant number of candidates.
  - Mitigating measure: Effective screening questions; a combination of “Yes/No” type questions and open textbox questions where candidates explain on how they meet the criteria.
  - The system will then screen out candidate who answer no.
- It will require more time and resources.

- We will need to go through priorities.

**b) If at level:**

- Can be posted internally on Info Site/GCConnex ect,
- SoMCs can be broader, transferable skills prioritized

Disadvantages:

- Limits ability of TBS-ATIP staff to apply to higher positions

**Making use of existing pools from other departments**

While there is a desire for the positions to be open only to TBS so TBS employees have the opportunity to apply first, there is concern that there may not be enough of a feeder group within TBS.

In the event that there are not as many qualified applicants as hoped, HR officials are proposing a “sliding” option where its stated in the posting that TBS employees will be considered first but should there not be enough applicants we will consider others outside of TBS that way we would not have to post twice.

HR is suggesting that we consider linking to existing feeder pools of various levels at other departments to help fill our positions

Advantages

- Faster to nominate someone: no need to run a competition and less time required on resources

Disadvantages

- Other pools might not fit the criteria we are looking for.
- Using pool does not allow for promotion within TBS-ATIP unless they are already qualified in a pool.
- Need to train new staff coming from outside TBS.

HR can provide us with a list of pools currently available; they will follow-up with the ATIP Office on what they know as soon as they have made their enquiries

**Next Steps**

- Management to determine the budget
- Confirm what positions are needed and at what level
- Decide how competition will be run: promotional or at level.
- Ascertain which existing pools can be used
  - reach out to hiring managers via contact on posters to find out if they'd be willing to share the pools
- Finalize the SOMCs and prepare the assessment tools.

s.19(1)

s.21(1)(b)

**Subject:** APPROVED: HR actions  
**Location:** Microsoft Teams Meeting

**Start:** Mon 2020-10-05 10:30 AM  
**End:** Mon 2020-10-05 11:00 AM  
**Show Time As:** Tentative

**Recurrence:** (none)

**Meeting Status:** Not yet responded

**Organizer:** Acres, Natalie  
**Required Attendees:** Clouston, Marie-Chantale; Golden, Danielle; Nandy, Janhabi  
**Optional Attendees:** Sarazin-Normand, Caroline

Hello all,

I hope this time works for everyone. Attached is the spreadsheet that Janhabi referenced in her email.

Thanks,

Natalie

---

## Join Microsoft Teams Meeting

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**From:** Nandy, Janhabi <[Janhabi.Nandy@tbs-sct.gc.ca](mailto:Janhabi.Nandy@tbs-sct.gc.ca)>  
**Sent:** September 28, 2020 4:21 PM  
**To:** Clouston, Marie-Chantale <[Marie-Chantale.Clouston@tbs-sct.gc.ca](mailto:Marie-Chantale.Clouston@tbs-sct.gc.ca)>  
**Cc:** Sarazin-Normand, Caroline <[Caroline.Sarazin-Normand@tbs-sct.gc.ca](mailto:Caroline.Sarazin-Normand@tbs-sct.gc.ca)>; Golden, Danielle <[Danielle.Golden@tbs-sct.gc.ca](mailto:Danielle.Golden@tbs-sct.gc.ca)>; Acres, Natalie <[Natalie.Acres@tbs-sct.gc.ca](mailto:Natalie.Acres@tbs-sct.gc.ca)>  
**Subject:** APPROVED: HR actions

UNCLASSIFIED / NON CLASSIFIÉ

Hi Marie-Chantale – The below are approved with some additional information provided. Also, I think it would be useful for all of us, including Natalie, to review the current and planned staffing for ATIP, to make sure we are all on the same page. The team has produced a spreadsheet that details all of the positions and we can review together. Natalie will send a scheduler and the documents soon. Thanks, Janhabi

**PM-02 – January 4, 2021 – ATIP**

- This staffing is to replace an incumbent,
- Anticipatory process to be launched, or to fill

**PM-03 – January 4, 2021 – ATIP**

- This staffing action is to replace Louis-Phillipe Prefontaine-Dastous, who was in a full-time PM-04 position in FY 19-20, went on secondment, and then left the group upon his return.
- It is proposed that we backfill with a PM-03, as a level of candidate that may be easier to fill. Due to delays in replacing him, the resources expended on this position are \$6,336 less than 19-20.
- Position to be created – not sure if this is required, but if so, note that it would be replacing a PM04 existing, not a new funded box.
- Anticipatory process to be launched, or to fill through lateral deployment.

**PM-04 – January 4, 2021 – ATIP**

- This is to staff a existing position.
- This hire would replace Barbara Hasse, who was in position the first 3 months of COVID, and replaced Yves Carle was in a full-time PM04 position for 6 months in FY 19-20. Due to delays in replacing her, the resources expended on this position will cost \$36K less in 20-21 than the previous year.
- Anticipatory process to be launched, or to fill through lateral deployment.

**PM-05 – January 4, 2021 – ATIP**

- This is to staff an existing position.
- Roger Martineau from the Privacy Policy team left a few weeks ago, we have asked for Yvette LeBrun to act, and this plan is to staff the position by the new year.
- To fill through lateral deployment.

**NEW CR-04 – November 2, 2020 - ATIP**

- This is to support increased administrative work over the past two years, as well as provide an entry level position to support and diversify the analyst pipeline.
- Position to be created

**From:** Golden, Danielle  
**Sent:** October 6, 2020 3:10 PM  
**To:** Nandy, Janhabi; Acres, Natalie  
**Subject:** Emailing: Staff allocation C-58 validated  
**Attachments:** Staff allocation C-58 validated.docx

---

Natalie and I discussed with the management team to validate the actuals.

Have a look and let us know when is a good time to discuss, if you need clarification?

As it is right now, all the staff are working on ATIP Office deliverables when not working on C-58. I identified level of effort for review in days for ATIP review, and for the coordination piece in % of their work since the coordination effort was part of the project allocation.

s.21(1)(a)

s.21(1)(b)

From: Acres, Natalie  
 Sent: October 6, 2020 10:31 AM  
 To: Golden, Danielle  
 Subject:

RE: Feedback on updated staffing request

We will need to create the position. I will make it more clear in my notes then send.

From: Golden, Danielle <Danielle.Golden@tbs-sct.gc.ca>  
 Sent: October 6, 2020 10:23 AM  
 To: Acres, Natalie <Natalie.Acres@tbs-sct.gc.ca>  
 Subject: RE: Feedback on updated staffing request

Looks good remove the word anticipatory? And do we need to create new PM-04s? or do we have enough process

From: Acres, Natalie <Natalie.Acres@tbs-sct.gc.ca>  
 Sent: October 6, 2020 10:23 AM  
 To: Golden, Danielle <Danielle.Golden@tbs-sct.gc.ca>  
 Subject: Feedback on updated staffing request

Feedback before I hit send?

420103 (Danielle Golden - Bill-C58)				
Position Number & Level	Staffing Mechanism	Candidate's name	Planned start date	Comments
PM-06 - 348697	TBD	TBD	December 1, 2020	To appoint Tyler Geff, PM-06 process completed
CR-04 - 42020204	TBD	Carter Matthews	October 20, 2020	Carter Matthews to be indeterminate
PM-05 - 347641	TBD	TBD	January 29, 2021	Replacement Roger Martineau, Yvette Lubrun is currently acting until January
420201 (Janhavi)				
Group & Level - Position Number (SAP)	Staffing Mechanism	Candidate's name	Planned start date	Comments
420202 (Natalie Acres - ATIP)				
Group & Level - Position Number (SAP)	Staffing Mechanism	Candidate's name	Planned start date	Comments
FSWEP - 42020201	FSWEP	TBD	Jan 1, 2021 to March 31, 2021	FSWEP 15h/week - TBD
FSWEP - 42020203	FSWEP	Vanessa Racine	Jan 1, 2021 to March 31, 2021	FSWEP 15h/week - Vanessa Racine
CR-04 - 42020205	TBD	TBD	November 30, 2020	Need to create position - to support increased administrative work over the past two years, as well as provide an entry level position to support and diversify the analyst pipeline.
PM-02 - 326092	App from pool	TBD	January 25, 2021	Anticipatory process to be launched, to replace an employee who we anticipate leaving soon
			January 25, 2021	New position to be created. Replacement of a PM-04 departed employee (L-P Préfontaine). Anticipatory process to be launched.
PM-03 - 42020202	App from pool	TBD		
			January 25, 2021	Anticipatory process to be launched, to replace Barbara Haase
PM-04 - 347738	App from pool	TBD		

No change  
 No change (the NOC was posted for this)

Keep. Employee recently left Sept 2020. Exploring at-level deployment and existing OGD PM-05 pool. Although there is an actor, there is no backfill and staffing this position is a priority.

Doing. Do not replace until 21/22

Keep. Vanessa has been a student for multiple years, is trained and is filling clerical gap that currently exists and will continue as we are no longer requesting the creation of a CR-04 position at this time.

Remove/delay. Will re-evaluate need for next FY.

Remove. OGD has not re-engaged employee.  
 Keep. Retention strategy -

Internal TBS PM-02/03 process is ready to be launched as soon as Oct 26 once approved. NOTE: PM-02/03 pool will also be used next FY backfill any PM-02s.

Keep. To staff via DND PM-03/04 pool at screening stage - 700 candidates. We will participate in interviews. Only 2 of 4 PM-04 positions are currently staffed in ATIP. Senior level experience needed.

Natalie Acres  
 Director, ATIP/ Directrice, AIPRP  
 Strategic Communications and Ministerial Affairs / Communications stratégiques et affaires ministérielles  
 Treasury Board of Canada Secretariat / Secrétariat du Conseil du Trésor  
 Natalie.Acres@tbs-sct.gc.ca / Tel: 343-572-5215

s.21(1)(a)

s.21(1)(b)

From: Acres, Natalie  
 Sent: October 6, 2020 10:40 AM  
 To: Nandy, Janhabi  
 Cc: Golden, Danielle  
 Subject: RE: List of planned staffing for your revision

Good morning Janhabi,

Danielle and I spoke this morning.

We fine tuned the staffing request. You will note that 1 FSWEF student, the CR-04 and PM-02 have been removed. These will be reconsidered next FY.

I've added additional details to the spreadsheet (cut/pasted below for quick reference). I'm available to discuss.

420101 (Caroline Sarazin-Normand - ASO)				
Position Number & Level	Staffing Mechanism	Candidate's name	Planned start date - end date	Comments
420103 (Danielle Golden - Bill-C58)				
Position Number & Level	Staffing Mechanism	Candidate's name	Planned start date	Comments
PM-06 - 348697	TBD	TBD	December 1, 2020	To appoint Tyler Goff, PM-06 process completed
CR-04 - 42020204	TBD	Carter Matthews	October 20, 2020	Carter Matthews to be indeterminate
PM-05 - 347641	TBD	TBD	January 29, 2021	Replacement Roger Martineau, Wette Lubrun is currently acting until January
420201 (Janhabi)				
Group & Level - Position Number (SAP)	Staffing Mechanism	Candidate's name	Planned start date	Comments
420202 (Natalie Acres - ATIP)				
Group & Level - Position Number (SAP)	Staffing Mechanism	Candidate's name	Planned start date	Comments
FSWEP - 42020201	FSWEP	TBD	Jan 1, 2021 to March 31, 2021	FSWEP 15h/week - TBD
FSWEP - 42020203	FSWEP	Vanessa Racine	Jan 1, 2021 to March 31, 2021	FSWEP 15h/week - Vanessa Racine
CR-04 - 42020205	TBD	TBD	November 30, 2020	Need to create position - to support increased administrative work over the past two years, as well as provide an entry level position to support and diversify the analyst pipeline.
PM-02 - 326092	App from pool	TBD	January 25, 2021	Anticipatory process to be launched, to replace an employee who we anticipate leaving soon
PM-03 - 42020202	App from pool	TBD	January 25, 2021	New position to be created. Replacement of a PM-04 departed employee (L-P Préfontaine). Anticipatory process to be launched.
PM-04 - 347738	App from pool	TBD	January 25, 2021	Anticipatory process to be launched, to replace Barbara Haase

**Natalie's Comments**

No change  
 No change (the NOC was posted for this)  
 Keep. Employee recently left Sept 2020. Exploring at-level deployment and existing OGD PM-05 pool. Although there is an actor, there is no backfill and staffing this position is a priority.

Outlets: Do not replace until 21/22  
 Keep. Vanessa has been a student for multiple years, is trained and is filling clerical gap that currently exists and will continue as we are no longer requesting the creation of a CR-04 position at this time.

Remove/delay. Will re-evaluate need for next FY.

Remove. OGD has not re-engaged employee.

Keep. Retention strategy -

Internal TBS PM-02/03 process is ready to be launched as soon as Oct 26 once approved. Note: PM-02/30 pool will also be used next FY backfilling PM-02's.  
 Keep. To staff via DND PM-03/04 pool at screening stage - 700 candidates. We will participate in interviews. Only 2 of 4 PM-04 positions are currently staffed in ATIP. Senior level experience required.

From: Nandy, Janhabi <Janhabi.Nandy@tbs-sct.gc.ca>  
 Sent: October 5, 2020 4:40 PM  
 To: Acres, Natalie <Natalie.Acres@tbs-sct.gc.ca>  
 Subject: FW: List of planned staffing for your revision  
 Importance: High

From: Clouston, Marie-Chantale <Marie.Chantale.Clouston@tbs-sct.gc.ca>  
 Sent: October 5, 2020 4:17 PM  
 To: Stokes, Mark <Mark.Stokes@tbs-sct.gc.ca>; Nandy, Janhabi <Janhabi.Nandy@tbs-sct.gc.ca>  
 Cc: Sarazin-Normand, Caroline <Caroline.Sarazin-Normand@tbs-sct.gc.ca>; Gautier, Mélissa <Melissa.Gautier@tbs-sct.gc.ca>  
 Subject: List of planned staffing for your revision  
 Importance: High

Good afternoon,

Caro asked me to send you the list of planned staffing (attached). Action highlighted in yellow are the ones for which HR has been involved and that cannot be cancelled.

Thank you and do not hesitate should you have any questions.

**Marie-Chantale Clouston**  
 Manager Sector Operations - Human Resources, Strategic Communications and Ministerial Affairs  
 Treasury Board of Canada Secretariat / Government of Canada  
 Marie.Chantale.Clouston@tbs-sct.gc.ca / Tel: 613-371-3665

Gestionnaire des opérations du secteur - Ressources humaines, Communications stratégiques et affaires ministérielles  
 Secrétariat du Conseil du Trésor du Canada / Gouvernement du Canada  
 Marie.Chantale.Clouston@tbs-sct.gc.ca / Tél: 613-371-3665

**From:** [Acres, Natalie](#)  
**Sent:** October 5, 2020 12:08 PM  
**To:** '[Sandra.Douville@forces.gc.ca](mailto:Sandra.Douville@forces.gc.ca)'  
**Subject:** RE: Question...

---

Hi,

I will certainly have 1 or 2 people assigned to help out with interviews.

Did you guys jump on the University Recruitment with HC? Between that process for junior level and this healthy PM-03/04 pool, we may all be in a better position for ATIP staffing!

I still need to get you the exit interview.... Its coming, I promise!

Natalie

---

**From:** [Sandra.Douville@forces.gc.ca](mailto:Sandra.Douville@forces.gc.ca) <[Sandra.Douville@forces.gc.ca](mailto:Sandra.Douville@forces.gc.ca)>  
**Sent:** October 5, 2020 11:34 AM  
**To:** Acres, Natalie <[Natalie.Acres@tbs-sct.gc.ca](mailto:Natalie.Acres@tbs-sct.gc.ca)>  
**Subject:** RE: Question...

Hi!

We are on the same wavelength with regards to the question that I posed. I will connect with the Tasking Officer. If she doesn't have the confirmation - I will have her follow up.

I also realize that I may not have gotten back to you re: PM-03, PM-04 process. Happy to have the help and you can pull from the pool as well. I will be in touch once we are at the point to start interviews. We are still screening – we had over 700 applications!

Thanks.  
Sandra

---

**From:** Acres, Natalie [<mailto:Natalie.Acres@tbs-sct.gc.ca>]  
**Sent:** October 5, 2020 11:30 AM  
**To:** Douville SA@Corp Sec DAIP@Ottawa-Hull <[Sandra.Douville@forces.gc.ca](mailto:Sandra.Douville@forces.gc.ca)>  
**Subject:** RE: Question...

Hi Sandra,

If this is related to the  
If so, verbally, she was in agreement to proceed but I told her that I would follow up with an email. She agreed to this and I asked in that email to confirm the wording of the request. I copied the Tasking Officer on the file and asked that she reach out to that individual (and not me).



If you still did not receive a response then my recommendation would be to get the email from the Tasking Officer and simply do a follow up.

If none of this makes sense, then we are probably talking about another situation.

Feel free to give me a call 343-572-5217 after noon.

Natalie

---

**From:** [Sandra.Douville@forces.gc.ca](mailto:Sandra.Douville@forces.gc.ca) <[Sandra.Douville@forces.gc.ca](mailto:Sandra.Douville@forces.gc.ca)>  
**Sent:** October 5, 2020 10:27 AM  
**To:** Acres, Natalie <[Natalie.Acres@tbs-sct.gc.ca](mailto:Natalie.Acres@tbs-sct.gc.ca)>  
**Subject:** Question...

Hi Natalie,

I do also have a work-related reason to connect with you this morning.

Do you remember contacting a requestor in early September – whose situation was such:

*we have some emails that show a lot of (respectful) back and forth between my team and the requestor (between Feb and July) in an attempt to refine the request. In the end there was no response so the attached letter was sent. The letter specifies that IF we do not receive a response within 30 days the request will be considered abandoned. This is a process we have in place to manage vague requests or those that are too broad and I am asking the team how frequently we utilize this internal process.*

I checked all my emails and I spoke with Steve C and Tina B – we don't have confirmation anywhere that the requestor agreed to move forward with her request and the amended text that was proposed in the last correspondence with us. I remember you and I spoke about it... can you confirm? If so, we'll go ahead and task immediately.

If you need more detail to remember the particular file, let me know, we can chat over the telephone.

thanks.  
Sandra

Sandra Douville, MPA  
Chief of Staff (COS) and Deputy Director Corporate Services  
Directorate Access to Information and Privacy (DAIP)  
Corporate Secretary / Department of National Defence / Government of Canada  
[Sandra.Douville@forces.gc.ca](mailto:Sandra.Douville@forces.gc.ca) / Tel : 613-901-6111 / CSN : 901-6111

Sandra Douville, MPA  
chef d'État-Major (CEM) et directrice adjointe des services généraux  
Direction de l'accès à l'information et de la protection des renseignements personnels (DAIPRP)  
Secrétaire général / Ministère de la défense nationale / Gouvernement du Canada  
[Sandra.Douville@forces.gc.ca](mailto:Sandra.Douville@forces.gc.ca) / Tél : 613-901-6111/ RCCC : 901-6111

**From:** Acres, Natalie  
**Sent:** September 29, 2020 4:32 PM  
**To:** Robert, Denis  
**Subject:** RE: salary forecast worksheet split by fund centre (not org chart) and transition in - Nat, transition out - Dan  
**Attachments:** HR Planning & Succession.xlsx

---

PROTECTED A / PROTÉGÉ A

Hi Denis,  
This is extremely similar to what I had created.  
I'll take a closer look.

Thanks!  
Natalie

---

**From:** Robert, Denis <Denis.Robert@tbs-sct.gc.ca>  
**Sent:** September 29, 2020 2:25 PM  
**To:** Acres, Natalie <Natalie.Acres@tbs-sct.gc.ca>  
**Subject:** FW: salary forecast worksheet split by fund centre (not org chart) and transition in - Nat, transition out - Dan

PROTECTED A / PROTÉGÉ A

---

**From:** Robert, Denis  
**Sent:** September 14, 2020 4:36 PM  
**To:** Golden, Danielle <Danielle.Golden@tbs-sct.gc.ca>  
**Cc:** Singh, Sukhpreet <Sukhpreet.Singh@tbs-sct.gc.ca>; Meredith, Anik <Anik.Meredith@tbs-sct.gc.ca>; Goff, Tyler <Tyler.Goff@tbs-sct.gc.ca>  
**Subject:** RE: salary forecast worksheet split by fund centre (not org chart) and transition in - Nat, transition out - Dan

PROTECTED A / PROTÉGÉ A

Hi Danielle,

Please find attached the salary forecast spreadsheets both **by org chart** (with updated info) as well as the **new spreadsheet set by operational structure** for our 3 business lines. You will note a small discrepancy of **\$189** between the two spreadsheets to account for our use of decimals.

As discussed, for the operational spreadsheet, we have also further broken the amounts down by roles and responsibilities – for example, Tyler is 1/3 on C-58 and 2/3 in intake, etc.

Also, we further accounted for Ops work on the C-58 side but did not attribute any costs for those (see Myrna) Carter was split between both units and since his role is operational on both sides, we split the costs for his salary evenly. You have been split between all business lines.

Let me know if this is what you were looking for to brief up to Kelly. Happy to make any further adjustments – as required.

Happy to discuss. - Denis

---

**From:** Golden, Danielle <Danielle.Golden@tbs-sct.gc.ca>  
**Sent:** September 11, 2020 1:38 PM  
**To:** Singh, Sukhpreet <Sukhpreet.Singh@tbs-sct.gc.ca>  
**Cc:** Robert, Denis <Denis.Robert@tbs-sct.gc.ca>  
**Subject:** FW: salary forecast worksheet split by fund centre (not org chart) and transition in - Nat, transition out - Dan

We'll be working off of v3 attached. But lets not start the second til we ironed out the first

---

**From:** Golden, Danielle  
**Sent:** September 3, 2020 4:07 PM  
**To:** Nandy, Janhabi <Janhabi.Nandy@tbs-sct.gc.ca>  
**Subject:** FW: salary forecast worksheet split by fund centre (not org chart) and transition in - Nat, transition out - Dan

PROTECTED A / PROTÉGÉ A

Attached is the proposed salary forecast that matches the salary and budget info shared by MC and MP from Tuesday's meeting.

tomorrow, we should have an updated business plan as well as an updated key statistics.

Also find attached my first draft for Nat's transition in – my transition out. Have a great evening

Danielle

---

**From:** Clouston, Marie-Chantale <Marie-Chantale.Clouston@tbs-sct.gc.ca>  
**Sent:** September 3, 2020 2:42 PM  
**To:** Robert, Denis <Denis.Robert@tbs-sct.gc.ca>  
**Cc:** Golden, Danielle <Danielle.Golden@tbs-sct.gc.ca>; Meredith, Anik <Anik.Meredith@tbs-sct.gc.ca>  
**Subject:** RE: Org Chart: juin et juillet pour conversation de 1 Sept 2020

Bonjour Denis,

Voici :

420103 (Danielle Golden - Bill-C58)				
Position Number & Level	Staffing Mechanism	Candidate's name	Planned start date	Comments
PM-06 - 348697	TBD	TBD	December 1, 2020	
CR-04 - 42020204	TBD	Carter Matthews	October 20, 2020	
420202 (Danielle Golden - ATIP)				
Group & Level - Position Number (SAP)	Staffing Mechanism	Candidate's name	Planned start date	Comments
EX-01 - 217035	App from pool	Natalie Acres	September 14, 2020	
FSWEP - 42020201	FSWEP	Olivia Garnette	Jan 1, 2021 to March 31, 2021	15 hours / week
FSWEP - 42020203	FSWEP	Vanessa Racine	Jan 1, 2021 to March 31, 2021	15 hours / week
PM-01 - 5518	Bridging	Anika Garg	October 1, 2020	Policy
PM-05	Acting extension	Louise Marasco	November 1, 2020	To replace Tyler OK: Salary forecasted planned for Tyler Goff
CR-04 - 42020205	TBD	TBD	October	Need to create position
PM-02 - 326092	App from pool	TBD	January 4, 2021	Process to be launch in September
PM-03 - 42020202	Apps from pool	TBD	January 4, 2021	Process to be launch in September
PM-04 - 347738	App from pool	TBD	January 4, 2021	Process to be launch in September

Marie-Chantale Clouston  
613-371-3665

**From:** Robert, Denis <Denis.Robert@tbs-sct.gc.ca>  
**Sent:** Tuesday, September 1, 2020 2:29 PM  
**To:** Clouston, Marie-Chantale <Marie-Chantale.Clouston@tbs-sct.gc.ca>  
**Cc:** Golden, Danielle <Danielle.Golden@tbs-sct.gc.ca>; Meredith, Anik <Anik.Meredith@tbs-sct.gc.ca>  
**Subject:** RE: Org Chart: juin et juillet pour conversation de 1 Sept 2020  
**Importance:** High

Salut Marie-Chantale,

Pourrais-tu me fournir une copie du document que tu as projeté sur ton écran ce matin pendant notre réunion sur les budgets ?

Merci - Denis

**From:** Clouston, Marie-Chantale <Marie-Chantale.Clouston@tbs-sct.gc.ca>  
**Sent:** September 1, 2020 9:56 AM  
**To:** Golden, Danielle <Danielle.Golden@tbs-sct.gc.ca>; Roussel Legros, Marie-Pier <Marie-Pier.RousselLegros@tbs-sct.gc.ca>; Meredith, Anik <Anik.Meredith@tbs-sct.gc.ca>; Robert, Denis <Denis.Robert@tbs-sct.gc.ca>; Nandy, Janhabi <Janhabi.Nandy@tbs-sct.gc.ca>; Marasco, Louise <Louise.Marasco@tbs-sct.gc.ca>; Goff, Tyler <Tyler.Goff@tbs-sct.gc.ca>  
**Subject:** RE: Org Chart: juin et juillet pour conversation de 1 Sept 2020

Voici les organigrammes plus à jour

Marie-Chantale Clouston  
613-371-3665

**From:** Golden, Danielle <Danielle.Golden@tbs-sct.gc.ca>  
**Sent:** Tuesday, September 1, 2020 9:51 AM  
**To:** Clouston, Marie-Chantale <Marie-Chantale.Clouston@tbs-sct.gc.ca>; Roussel Legros, Marie-Pier <Marie-Pier.RousselLegros@tbs-sct.gc.ca>; Meredith, Anik <Anik.Meredith@tbs-sct.gc.ca>; Robert, Denis <Denis.Robert@tbs-sct.gc.ca>; Nandy, Janhabi <Janhabi.Nandy@tbs-sct.gc.ca>; Marasco, Louise <Louise.Marasco@tbs-sct.gc.ca>; Goff, Tyler <Tyler.Goff@tbs-sct.gc.ca>  
**Subject:** FW: Org Chart: juin et juillet pour conversation de 1 Sept 2020

Bonjour Marie-Chantal et Marie-Pier, pour notre rencontre ce matin, est ce que les org chart du 2 juin son les plus ajours? (Apart de celui à Denis (Privacy policy – « proposed » ci-joint) )

Merci

Danielle

**From:** Clouston, Marie-Chantale <Marie-Chantale.Clouston@tbs-sct.gc.ca>  
**Sent:** June 2, 2020 10:28 AM  
**To:** Golden, Danielle <Danielle.Golden@tbs-sct.gc.ca>; Robert, Denis <Denis.Robert@tbs-sct.gc.ca>  
**Cc:** Roussel Legros, Marie-Pier <Marie-Pier.RousselLegros@tbs-sct.gc.ca>  
**Subject:** Org Chart

Bonjour,

Tel que discuté, voici vos organigrammes à jour.

Merci

Marie-Chantale Clouston  
 Manager Sector Operations - Human Resources, Strategic Communications and Ministerial Affairs  
 Treasury Board of Canada Secretariat / Government of Canada  
[Marie-Chantale.Clouston@tbs-sct.gc.ca](mailto:Marie-Chantale.Clouston@tbs-sct.gc.ca) / Tel: 613-371-3665

Gestionnaire des opérations du secteur - Ressources humaines, Communications stratégiques et affaires ministérielles  
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**From:** Acres, Natalie  
**Sent:** October 6, 2020 8:34 AM  
**To:** Golden, Danielle  
**Subject:**

RE: Staffing discussion

For our discussion.

420103 (Danielle Golden - BIII-C58)				
Position Number & Level	Staffing Mechanism	Candidate's name	Planned start date	Comments
PM-06 - 348697	TBD	TBD	December 1, 2020	To appoint from PM-06 process completed
CR-04 - 42020204	TBD	Carter Matthews	October 20, 2020	Carter Matthews to be indeterminate
PM-05 - 347641	TBD	TBD	January 29, 2021	Replacement Roger Martineau, Yvette Lubrun is currently acting until January
420201 (Janhabi)				
Group & Level - Position Number (SAP)	Staffing Mechanism	Candidate's name	Planned start date	Comments
420202 (Natalie Acres - ATIP)				
Group & Level - Position Number (SAP)	Staffing Mechanism	Candidate's name	Planned start date	Comments
FSWEP - 42020201	FSWEP	TBD	Jan 1, 2021 to March 31, 2021	FSWEP 15h/week - TBD
FSWEP - 42020203	FSWEP	Vanessa Racine	Jan 1, 2021 to March 31, 2021	FSWEP 15h/week - Vanessa Racine
CR-04 - 42020205	TBD	TBD	November 30, 2020	Need to create position - to support increased administrative work over the past two years, as well as provide an entry level position to support and diversify the analyst pipeline.
PM-02 - 326092	App from pool	TBD	January 25, 2021	Anticipatory process to be launched, to replace an employee who we anticipate leaving soon
PM-03 - 42020202	App from pool	TBD	January 25, 2021	New position to be created. Replacement of a PM-04 departed employee (L-P Préfontaine). Anticipatory process to be launched.
PM-04 - 347738	App from pool	TBD	January 25, 2021	Anticipatory process to be launched, to replace Barbara Haase

**From:** Golden, Danielle <Danielle.Golden@tbs-sct.gc.ca>  
**Sent:** October 6, 2020 8:17 AM  
**To:** Acres, Natalie <Natalie.Acres@tbs-sct.gc.ca>  
**Subject:** Re: Staffing discussion

Absolutely

Sent from my iPhone

On Oct 6, 2020, at 7:59 AM, Acres, Natalie <Natalie.Acres@tbs-sct.gc.ca> wrote:

Good Morning Danielle,

Janhabi called me last night to go over the list of staffing actions that were submitted to Kelly for approval.

We have to consider a few things and provide her with an update. Are you available to meet after morning priorities today?

Natalie

Natalie Acres  
 Director, ATIP/ Directrice, AIPRP  
 Strategic Communications and Ministerial Affairs / Communications stratégiques et affaires ministérielles  
 Treasury Board of Canada Secretariat / Secrétariat du Conseil du Trésor  
[Natalie.Acres@tbs-sct.gc.ca](mailto:Natalie.Acres@tbs-sct.gc.ca) / Tel: 343-572-5215

s.16(2)(c)

**Subject:** ATI budget/finance meeting  
**Location:** Microsoft Teams Meeting

**Start:** Tue 2020-10-13 10:30 AM  
**End:** Tue 2020-10-13 11:00 AM  
**Show Time As:** Tentative

**Recurrence:** (none)

**Meeting Status:** Not yet responded

**Organizer:** Gautier, Mélissa  
**Required Attendees:** Clouston, Marie-Chantale; Acres, Natalie

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### Join Microsoft Teams Meeting

+1 343-803-0870 Canada, Ottawa (Toll)

Conference ID:

[Local numbers](#) | [Reset PIN](#) | [Learn more about Teams](#) | [Meeting options](#)

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**From:** [Robert, Denis](#)

**Sent:** October 20, 2020 2:54 PM

**To:** [Acres, Natalie](#)

**Subject:**

FW: Invitation for the 2020-2021 Talent Mobility  
Tool / Invitation pour l'outil de mobilité du  
talent de 2020-2021

**Attachments:** INFOSITE - TBS Talent Mobility Tool.docx

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Hi Natalie,

As requested, please find attached additional info on the TBS Talent Management program. Here is the [link](#) to the TM page (see bottom portion of page).

Below is an example of an enrolment email an employee receives (those who has been tagged as ready for advancement).

Happy to discuss. – Denis

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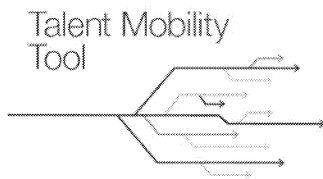
**From:** TBS-Performance&Talent Mgt/Gestion du rendement et des talents <[ZZTPTMGRT@tbs-sct.gc.ca](mailto:ZZTPTMGRT@tbs-sct.gc.ca)>

**Sent:** July 9, 2020 2:31 PM

**To:** TBS-Performance&Talent Mgt/Gestion du rendement et des talents <[ZZTPTMGRT@tbs-sct.gc.ca](mailto:ZZTPTMGRT@tbs-sct.gc.ca)>

**Subject:** Invitation for the 2020-2021 Talent Mobility Tool / Invitation pour l'outil de mobilité du talent de 2020-2021

*(la version française suit)*



The Human Resources Division is pleased to invite you to participate in the 2020-2021 Talent Mobility Tool! Your TBS Sector Review Panel has recently identified you as being “Ready for Lateral Movement” or “Ready for Advancement”<sup>1</sup>. As a result, you are

invited to join the 2020-2021 [Talent Mobility Tool](#) (TMT) by creating your Talent Mobility Portfolio.

If you are interested in being included in the TMT, please complete and return the [Talent Mobility Profile](#) to the [Performance and Talent Management team](#) (PTM) along with your CV. Should you have a GConnex profile, this link can be provided and will serve as further information to be utilized by hiring managers. Please note that these documents serve as your consent to be included in the TMT and as such, your name will not be added until we receive them.

We ask that you submit all requested documentation **by Friday, July 17, 2020**. By doing so, you will ensure that you are included in the initial release of the TMT. Please note that the TMT is valid until **March 31, 2021**.

Being included in the TMT means you will have increased exposure to internal job opportunities but it **does not guarantee** that TBS will have a new job opportunity for you or that a promotion is forthcoming. Being included in the TMT means that your sector review panel has identified you as being ready for your next career move. Various departmental mobility mechanisms, such as this

Tools are available to support employee mobility, but you should still maintain your efforts to manage your career. Staffing actions, for all occupational groups, will continue to be based on merit (demonstration of the experience, knowledge and competencies) required for the position. If you are contacted, the hiring manager may want to meet with you and may use a variety of assessment tools to validate your qualifications.

The sooner you submit your documents, the sooner you may be contacted by a hiring manager looking for new talent!

For any questions, please contact the [Performance and Talent Management team](#).

**\*\*\* If you have already been promoted or deployed recently, please let us know. \*\*\***

<sup>1</sup>Should you require confirmation of your talent map placement, please contact your manager.

\*\*\*\*\*



La Division des ressources humaines a le plaisir de vous inviter à participer à l'outil de mobilité du talent de 2020-2021! Votre comité d'examen sectoriel du SCT a récemment indiqué que vous étiez « prêt pour un transfert latéral » ou « prêt à être promu »<sup>1</sup>. Par

conséquent, nous vous invitons à vous inscrire à l'[outil de mobilité du talent \(l'OutilMT\)](#) de 2020-2021 en créant votre portefeuille de mobilité des talents.

Si vous êtes intéressés à faire partie de l'OutilMT, remplissez le [profil de mobilité des talents](#) et renvoyez-le à l'[équipe de gestion du rendement et des talents \(GRT\)](#), accompagné de votre CV. Si vous avez un profil GCconnex, ce lien peut nous être transmis et servira d'information additionnelle à être utilisée par les gestionnaires d'embauche. Veuillez noter que nous considérons ces documents comme étant votre consentement à être inclus dans l'OutilMT et, à ce titre, votre nom n'y sera pas ajouté jusqu'à ce que nous les recevons.

Nous vous demandons de soumettre toute la documentation demandée **d'ici le vendredi 17 juillet 2020**. Ce faisant, vous vous assurez d'être inclus dans le lancement initial de l'OutilMT. À noter que l'outil de mobilité du talent est valide jusqu'au **31 mars 2021**.

Le fait d'être inscrit à l'OutilMT signifie que vous aurez une plus grande exposition aux possibilités d'emploi à l'interne, mais cela ne garantit pas que le SCT aura une nouvelle possibilité d'emploi pour vous ou qu'une promotion est à venir. Le fait d'être inscrit à l'OutilMT signifie que le comité d'examen de votre secteur est d'avis que vous êtes prêt à faire progresser votre carrière. Divers mécanismes ministériels de mobilité, tel que cet outil, sont disponibles afin d'appuyer la mobilité des employés, mais vous devez quand même poursuivre vos efforts afin de gérer votre carrière. Les mesures de dotation, pour tous les groupes professionnels, continueront d'être fondées sur le mérite (démonstration de l'expérience, les connaissances et les compétences) nécessaire pour le poste. Il est possible que le gestionnaire d'embauche veuille vous rencontrer et pourrait utiliser toute une gamme d'outils d'évaluation afin de valider vos compétences.

Plus tôt vous nous fournirez vos documents, plus tôt vous pourrez être contacté par un gestionnaire d'embauche à la recherche de nouveaux talents!

Pour toute question, veuillez communiquer avec l'équipe de [gestion du rendement et des talents](#).

**\*\*\*Si vous avez été déjà promu ou muté récemment, s'il-vous-plait nous en aviser.\*\*\***

Si vous voulez confirmer votre placement au tableau des talents, veuillez communiquer avec votre gestionnaire.



**From:** [Acres, Natalie](#)  
**Sent:** October 26, 2020 9:56 AM  
**To:** [Robert, Denis](#); [Li, Miranda](#)  
**Subject:**

RE: ATIP Office - GCConnex poster (Privacy Policy  
Unit - PM-04 position #347641)

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UNCLASSIFIED / NON CLASSIFIÉ

Excellent!  
Thank you.  
I will send a message to the team later or is this something you would typically do?

---

**From:** Robert, Denis <[Denis.Robert@tbs-sct.gc.ca](mailto:Denis.Robert@tbs-sct.gc.ca)>  
**Sent:** October 26, 2020 9:42 AM  
**To:** Acres, Natalie <[Natalie.Acres@tbs-sct.gc.ca](mailto:Natalie.Acres@tbs-sct.gc.ca)>; Li, Miranda <[Miranda.Li@tbs-sct.gc.ca](mailto:Miranda.Li@tbs-sct.gc.ca)>  
**Subject:** FW: ATIP Office - GCConnex poster (Privacy Policy Unit - PM-04 position #347641)

UNCLASSIFIED / NON CLASSIFIÉ

FYI - Our GCConnex link is now live: [https://gcconnex.gc.ca/missions/view/70654378?  
language=en](https://gcconnex.gc.ca/missions/view/70654378?language=en)

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**From:** Robert, Denis <[Denis.Robert@tbs-sct.gc.ca](mailto:Denis.Robert@tbs-sct.gc.ca)>  
**Sent:** October 26, 2020 8:44 AM  
**To:** Shannon, Jayme <[Jayme.Shannon@tbs-sct.gc.ca](mailto:Jayme.Shannon@tbs-sct.gc.ca)>  
**Cc:** Acres, Natalie <[Natalie.Acres@tbs-sct.gc.ca](mailto:Natalie.Acres@tbs-sct.gc.ca)>; Clouston, Marie-Chantale <[Marie-Chantale.Clouston@tbs-sct.gc.ca](mailto:Marie-Chantale.Clouston@tbs-sct.gc.ca)>; Li, Miranda <[Miranda.Li@tbs-sct.gc.ca](mailto:Miranda.Li@tbs-sct.gc.ca)>; Nedko, Malvina <[Malvina.Nedko@tbs-sct.gc.ca](mailto:Malvina.Nedko@tbs-sct.gc.ca)>  
**Subject:** RE: ATIP Office - GCConnex poster (Privacy Policy Unit - PM-04 position #347641)

UNCLASSIFIED / NON CLASSIFIÉ

Good morning Jayme,

Hope you had a wonderful weekend!

Thank you so much for offering to post the advert on GCConnex for us. Much appreciated!

Please find attached the translated/edited poster. We took your advice and tweaked it to appeal to a broader audience (re: removed ATIP specific experience and cover letter requirements). Please go ahead and post it as soon as you can. You'll note that I added my name/email to the poster and a due date of November 5<sup>th</sup>. We can always re-post/extend if we don't receive enough CVs.

GoC ATIP Facebook post - I checked in with our Social Media unit and they advised me that because of the TBS corporate account limitations/potential perceptions, they are not in a position to post on the GoC ATIP page on our behalf. We will explore other options...

In the meantime, let me know if you need anything else on our side.

Again, thank you so much for your help!

Many thanks. – Denis  
613-410-1766

---

**From:** Shannon, Jayme <[Jayme.Shannon@tbs-sct.gc.ca](mailto:Jayme.Shannon@tbs-sct.gc.ca)>  
**Sent:** October 23, 2020 11:59 AM  
**To:** Robert, Denis <[Denis.Robert@tbs-sct.gc.ca](mailto:Denis.Robert@tbs-sct.gc.ca)>; Nedko, Malvina <[Malvina.Nedko@tbs-sct.gc.ca](mailto:Malvina.Nedko@tbs-sct.gc.ca)>  
**Cc:** Acres, Natalie <[Natalie.Acres@tbs-sct.gc.ca](mailto:Natalie.Acres@tbs-sct.gc.ca)>; Clouston, Marie-Chantale <[Marie-Chantale.Clouston@tbs-sct.gc.ca](mailto:Marie-Chantale.Clouston@tbs-sct.gc.ca)>; Li, Miranda <[Miranda.Li@tbs-sct.gc.ca](mailto:Miranda.Li@tbs-sct.gc.ca)>  
**Subject:** RE: ATIP Office - GCConnex poster (Privacy Policy Unit - PM-04 position #347641)

UNCLASSIFIED / NON CLASSIFIÉ

Hi Denis,  
You can go ahead and translate the document. I will post it on GCCONNEX on your behalf, however, I will put your name (or whoever is identified in the document) as the main point of contact. If any CV's are sent directly to me I will flip them to the contact.  
For the Facebook posting, it will need to be someone from your team who posts it. I can review the posting before it goes up if you want. Again, you will want to make sure that only at level candidates are considered.

Please let me know if you have any other questions.

*Jayme Shannon*

Human Resources Advisor, Human Resources Division  
Human Resources Division  
Treasury Board of Canada Secretariat / Government of Canada  
[Jayme.Shannon@tbs-sct.gc.ca](mailto:Jayme.Shannon@tbs-sct.gc.ca) Tel: 343-542-7580

Conseillère en ressources humaines, Division des ressources humaines  
Division des ressources humaines  
Secrétariat du Conseil du Trésor du Canada / Gouvernement du Canada  
[Jayme.Shannon@tbs-sct.gc.ca](mailto:Jayme.Shannon@tbs-sct.gc.ca) Tel: 343-542-7580

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**From:** Robert, Denis <[Denis.Robert@tbs-sct.gc.ca](mailto:Denis.Robert@tbs-sct.gc.ca)>  
**Sent:** October 22, 2020 4:27 PM  
**To:** Shannon, Jayme <[Jayme.Shannon@tbs-sct.gc.ca](mailto:Jayme.Shannon@tbs-sct.gc.ca)>; Nedko, Malvina <[Malvina.Nedko@tbs-sct.gc.ca](mailto:Malvina.Nedko@tbs-sct.gc.ca)>  
**Cc:** Acres, Natalie <[Natalie.Acres@tbs-sct.gc.ca](mailto:Natalie.Acres@tbs-sct.gc.ca)>; Clouston, Marie-Chantale <[Marie-Chantale.Clouston@tbs-sct.gc.ca](mailto:Marie-Chantale.Clouston@tbs-sct.gc.ca)>; Li, Miranda <[Miranda.Li@tbs-sct.gc.ca](mailto:Miranda.Li@tbs-sct.gc.ca)>  
**Subject:** RE: ATIP Office - GCConnex poster (Privacy Policy Unit - PM-04 position #347641)

UNCLASSIFIED / NON CLASSIFIÉ

Good afternoon Jayme,

Thank you so much for your feedback. Much appreciated!

Please see my comments and recommendations in-line below. I will await for you to get back to me with final comments (if any) before going to translation with the poster.

I was also recently made aware of a private Facebook page for GoC ATIP and it being used, amongst other things, to post potential opportunities? Do you know about this? I unfortunately do not have a Facebook account (yes, I'm old school) but I can definitely check in with our SCMA Social Media team - [if this does not go against any staffing rules](#).

In the meantime, I will have a deeper look at the CVs you sent me. I took a quick gander and the AS-04 is quite interesting...plus I know her 😊. I'll get back to you on approach should I decide to consider her as a potential...

Many thanks. – Denis  
613-410-1766

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**From:** Shannon, Jayme <[Jayme.Shannon@tbs-sct.gc.ca](mailto:Jayme.Shannon@tbs-sct.gc.ca)>  
**Sent:** October 22, 2020 1:53 PM  
**To:** Robert, Denis <[Denis.Robert@tbs-sct.gc.ca](mailto:Denis.Robert@tbs-sct.gc.ca)>; Nedko, Malvina <[Malvina.Nedko@tbs-sct.gc.ca](mailto:Malvina.Nedko@tbs-sct.gc.ca)>  
**Cc:** Acres, Natalie <[Natalie.Acres@tbs-sct.gc.ca](mailto:Natalie.Acres@tbs-sct.gc.ca)>; Clouston, Marie-Chantale <[Marie-Chantale.Clouston@tbs-sct.gc.ca](mailto:Marie-Chantale.Clouston@tbs-sct.gc.ca)>; Li, Miranda <[Miranda.Li@tbs-sct.gc.ca](mailto:Miranda.Li@tbs-sct.gc.ca)>  
**Subject:** RE: ATIP Office - GConnex poster (Privacy Policy Unit - PM-04 position #347641)

UNCLASSIFIED / NON CLASSIFIÉ

Hi Denis,

I've taken a look at the document and have a few suggestions. While I understand that you want to find qualified people, the current poster may be too limiting:

- The poster may be too long. I took a look at GCONNEX and it doesn't specify the maximum characters, however, if we are limited, is there anything that could be removed?  
We actually cut it down quite considerably from our original poster 😊. We felt that the current draft struck a good balance re: info and job requirements.
- Asking for a minimum 2 years experience in an ATIP/Privacy Policy environment is very specific and will potentially deter a lot of people from submitting their application. IS this something that could be worded as an asset?  
Agreed. I will make amendments to the poster to state "minimum 2 years experience in a policy environment". Although I realize that this may still reduce the pool of potentials, I still need the individual to have core understanding and knowledge of our work environment - and operate at a PM-04 level. We can always train and develop, but I need someone with those core skills.
- As this is not an official poster/process, asking for a cover letter may deter some candidates.  
Because our work involves a lot of very technical writing in the provision of advice (nuance, feedback, interpretation, etc.) and on occasion to senior level officials, I wanted to be able to assess writing skills using this requirement. Although I agree that it may deter some candidates, at the same time I am also looking for someone who is serious in their job search and is willing to put in the effort – if they truly want the opportunity.

Essentially, GCONNEX does not always solicit a lot of applications, so the less restrictions the better. You may get resumes from people who don't have the exact experience, but are intriguing. You can always dig a little deeper once you review the CV's. Sounds good !

I took a look at the mobility tool and did not find anyone who is ready to move to a PM-04 level, however, there are some ready for advancement to the AS-04 level. Ill send the CV's in a separate email. Thank you. We will look at the CV's and get back to you on approach should we find the right candidate.

Last quick question? Do you guys offer the posting services and management of incoming CVs on behalf of your clients?

*Jayme Shannon*

Human Resources Advisor, Human Resources Division  
Human Resources Division  
Treasury Board of Canada Secretariat / Government of Canada  
[Jayme.Shannon@tbs-sct.gc.ca](mailto:Jayme.Shannon@tbs-sct.gc.ca) Tel: 343-542-7580

Conseillère en ressources humaines, Division des ressources humaines  
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[Jayme.Shannon@tbs-sct.gc.ca](mailto:Jayme.Shannon@tbs-sct.gc.ca) Tel: 343-542-7580

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**From:** Robert, Denis <[Denis.Robert@tbs-sct.gc.ca](mailto:Denis.Robert@tbs-sct.gc.ca)>  
**Sent:** October 21, 2020 4:53 PM  
**To:** Nedko, Malvina <[Malvina.Nedko@tbs-sct.gc.ca](mailto:Malvina.Nedko@tbs-sct.gc.ca)>; Shannon, Jayme <[Jayme.Shannon@tbs-sct.gc.ca](mailto:Jayme.Shannon@tbs-sct.gc.ca)>  
**Cc:** Acres, Natalie <[Natalie.Acres@tbs-sct.gc.ca](mailto:Natalie.Acres@tbs-sct.gc.ca)>; Clouston, Marie-Chantale <[Marie-Chantale.Clouston@tbs-sct.gc.ca](mailto:Marie-Chantale.Clouston@tbs-sct.gc.ca)>; Li, Miranda <[Miranda.Li@tbs-sct.gc.ca](mailto:Miranda.Li@tbs-sct.gc.ca)>  
**Subject:** ATIP Office - GCConnex poster (Privacy Policy Unit - PM-04 position #347641)

UNCLASSIFIED / NON CLASSIFIÉ

Good afternoon Melvina and Jayme,

I hope you are both doing well and staying safe and healthy!

Our office would like to have the attached "at-level" advertisement posted for a few weeks on GCConnex. I was wondering if someone on your team could have a look and provide any feedback on the poster/proposed wording?

We would like to post next week if that is possible. Please let me know if these timelines are realistic - given your current workload (of course we will have it translated once finalized 😊).

Happy to discuss. – Denis

Denis Robert

Manager, Access to Information and Privacy Office, Strategic Communications and Ministerial Affairs  
Treasury Board of Canada Secretariat / Government of Canada  
[Denis.Robert@tbs-sct.gc.ca](mailto:Denis.Robert@tbs-sct.gc.ca) / Tel: 613-410-1766 / TTY: 613-369-9371

Gestionnaire, Bureau d'accès à l'information et protection des renseignements personnels  
Communications stratégiques et affaires ministérielles  
Secrétariat du Conseil du Trésor du Canada / Gouvernement du Canada  
[Denis.Robert@tbs-sct.gc.ca](mailto:Denis.Robert@tbs-sct.gc.ca) / Tél. : 613-410-1766 / ATS : 613-369-9371

*Please do not hesitate to reply in the official language or your choice.  
N'hésitez pas à répondre dans la langue officielle de votre choix.*

**From:** [Acres, Natalie](#)  
**Sent:** October 28, 2020 3:39 PM  
**To:** [Richardson, Cynthia \(HC/SC\)](#)  
**Subject:**

FW: ATIP is live!

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UNCLASSIFIED / NON CLASSIFIÉ

This is great Cynthia. Thanks for leading this initiative

Can you add me to the dist list. Danielle is still forwarding to me but I don't want to miss any of your updates in the future!

Natalie

Natalie Acres  
Director, ATIP/ Directrice, AIPRP

Strategic Communications and Ministerial Affairs / Communications stratégiques et affaires ministérielles  
Treasury Board of Canada Secretariat / Secrétariat du Conseil du Trésor

[Natalie.Acres@tbs-sct.gc.ca](mailto:Natalie.Acres@tbs-sct.gc.ca) / Tel: 343-572-5215

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**From:** Golden, Danielle <[Danielle.Golden@tbs-sct.gc.ca](mailto:Danielle.Golden@tbs-sct.gc.ca)>  
**Sent:** October 28, 2020 3:34 PM  
**To:** Meredith, Anik <[Anik.Meredith@tbs-sct.gc.ca](mailto:Anik.Meredith@tbs-sct.gc.ca)>; Acres, Natalie <[Natalie.Acres@tbs-sct.gc.ca](mailto:Natalie.Acres@tbs-sct.gc.ca)>  
**Subject:** FW: ATIP is live!

UNCLASSIFIED / NON CLASSIFIÉ

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**From:** Richardson, Cynthia (HC/SC) <[cynthia.richardson@canada.ca](mailto:cynthia.richardson@canada.ca)>  
**Sent:** October 28, 2020 3:29 PM  
**To:** Alexandre Drago (GAC) <[Alexandre.Drago@international.gc.ca](mailto:Alexandre.Drago@international.gc.ca)>; Najm, Ami (NRCan/RNCan) <[ami.najm@canada.ca](mailto:ami.najm@canada.ca)>; Tector, Amy (BAC/LAC) <[amy.tector@canada.ca](mailto:amy.tector@canada.ca)>; Annie Plouffe <[Annie.Plouffe@tpsgc-pwgsc.gc.ca](mailto:Annie.Plouffe@tpsgc-pwgsc.gc.ca)>; Audrey White <[audrey.white@cic.gc.ca](mailto:audrey.white@cic.gc.ca)>; Kong, Barry <[Barry.Kong@tbs-sct.gc.ca](mailto:Barry.Kong@tbs-sct.gc.ca)>; Brigitte Parent <[brigitte.parent@tc.gc.ca](mailto:brigitte.parent@tc.gc.ca)>; César Kagame <[cesar.kagame@dfo-mpo.gc.ca](mailto:cesar.kagame@dfo-mpo.gc.ca)>; Parsons, Chris (IC) <[chris.parsons@canada.ca](mailto:chris.parsons@canada.ca)>; Dan Proulx <[dan.proulx@cbsa-asfc.gc.ca](mailto:dan.proulx@cbsa-asfc.gc.ca)>; Golden, Danielle <[Danielle.Golden@tbs-sct.gc.ca](mailto:Danielle.Golden@tbs-sct.gc.ca)>; David Neilson <[david.neilson@pco-bcp.gc.ca](mailto:david.neilson@pco-bcp.gc.ca)>; Deirdra Finn <[DEIRDRA.FINN@forces.gc.ca](mailto:DEIRDRA.FINN@forces.gc.ca)>; Chatelain, Denis (CFIA/ACIA) <[denis.chatelain@canada.ca](mailto:denis.chatelain@canada.ca)>; Melchin, Derek (PS/SP) <[derek.melchin@canada.ca](mailto:derek.melchin@canada.ca)>; Eric Villemaire <[eric.villemaire@irb-cisr.gc.ca](mailto:eric.villemaire@irb-cisr.gc.ca)>; Ethier, Everett (CFIA/ACIA) <[everett.ethier@canada.ca](mailto:everett.ethier@canada.ca)>; O'Keefe, Jonathan (VAC/ACC) <[jonathan.okeefe@canada.ca](mailto:jonathan.okeefe@canada.ca)>; Keon, Josh (FIN) <[josh.keon@canada.ca](mailto:josh.keon@canada.ca)>; Kevin Collins <[kevin.collins@international.gc.ca](mailto:kevin.collins@international.gc.ca)>; Lilloco, Kristina (BAC/LAC) <[kristina.lilloco@canada.ca](mailto:kristina.lilloco@canada.ca)>; Lise Leon <[lise.leon@justice.gc.ca](mailto:lise.leon@justice.gc.ca)>; Bujold, Marc-André (PCH) <[marc-andre.bujold@canada.ca](mailto:marc-andre.bujold@canada.ca)>; Marie-Claude Lessard <[marieclaudellessard@hrsdc-rhdcc.gc.ca](mailto:marieclaudellessard@hrsdc-rhdcc.gc.ca)>; Nicholson, Mary (VAC/ACC) <[mary.nicholson@canada.ca](mailto:mary.nicholson@canada.ca)>; Richard Haye <[richard.haye@rcmp-grc.gc.ca](mailto:richard.haye@rcmp-grc.gc.ca)>; Rousseau, Andrea (HC/SC) <[andrea.rousseau@canada.ca](mailto:andrea.rousseau@canada.ca)>; Emmerson, Shelley (EC) <[shelley.emmerson@canada.ca](mailto:shelley.emmerson@canada.ca)>; Stephane Brisson <[stephane.brisson@csc-scc.gc.ca](mailto:stephane.brisson@csc-scc.gc.ca)>; Steven Morgan <[steven.morgan@cra-arc.gc.ca](mailto:steven.morgan@cra-arc.gc.ca)>; Sue Brennan <[sue.brennan@cra-arc.gc.ca](mailto:sue.brennan@cra-arc.gc.ca)>; Martin,

Tammy Anne (AADNC/AANDC) <[tammyanne.martin@canada.ca](mailto:tammyanne.martin@canada.ca)>; Beaulieu, Vincent (AAFC/AAC) <[vincent.beaulieu@canada.ca](mailto:vincent.beaulieu@canada.ca)>

**Subject:** FW: ATIP is live!

Our next ATIP PSR stream is live. Feel free to share with any prospective candidates. Discussions continue with the PSC to have them lead future processes, leaving us with a full-assessed pool for the community. For that, we will look at having both a PM-01 and PM-02 to accommodate the needs of different departments.

Bonne après-midi!  
Cynthia

---

**From:** Marion, Elisabeth (CFP/PSC) <[elisabeth.marion@canada.ca](mailto:elisabeth.marion@canada.ca)>

**Sent:** 2020-10-28 3:04 PM

**To:** Alexis, Vanoushka (HC/SC) <[vanoushka.alexis@canada.ca](mailto:vanoushka.alexis@canada.ca)>; Mallette, Marie-Claude (HC/SC) <[marie-claude.mallette@canada.ca](mailto:marie-claude.mallette@canada.ca)>; Mateus2, Patricia Dias (HC/SC) <[patriciadias.mateus2@canada.ca](mailto:patriciadias.mateus2@canada.ca)>; Richardson, Cynthia (HC/SC) <[cynthia.richardson@canada.ca](mailto:cynthia.richardson@canada.ca)>

**Cc:** Proulx-Gignac, Jeannie (CFP/PSC) <[jeannie.proulx-gignac@canada.ca](mailto:jeannie.proulx-gignac@canada.ca)>; Nault, Camille (CFP/PSC) <[camille.nault@canada.ca](mailto:camille.nault@canada.ca)>; Soldan, Ana-Maria (CFP/PSC) <[ana-maria.soldan@canada.ca](mailto:ana-maria.soldan@canada.ca)>

**Subject:** ATIP is live!

Hi everyone!

The poster is live!

Build a career in Access to information and Privacy: <https://emploisfp-psjobs.cfp-psc.gc.ca/psrs-srfp/applicant/page1800?poster=1507570&toggleLanguage=en>

Faire carrière en Accès à l'information et la protection des renseignements personnels :  
<https://emploisfp-psjobs.cfp-psc.gc.ca/psrs-srfp/applicant/page1800?poster=1507570&toggleLanguage=fr>

The PSR Webpage will also be updated by the end of the day (probably around 4PM):  
<https://www.canada.ca/en/public-service-commission/jobs/services/recruitment/graduates/post-secondary-recruitment.html>

Thank you for your collaboration! It was a pleasure to work with you. We will contact you once it's closed to let you know the number of candidates and the next steps!

Have a nice evening!

Élisabeth Marion

Conseillère Principale des produits de talents  
Direction du recrutement national  
Secteur des services et du développement des affaires  
Commission de la fonction publique du Canada / Gouvernement du Canada  
[elisabeth.marion@canada.ca](mailto:elisabeth.marion@canada.ca)

Senior Advisor of Talent Products  
National Recruitment Directorate  
Services and Business Development Sector  
Public Service Commission of Canada / Government of Canada

[elisabeth.marion@canada.ca](mailto:elisabeth.marion@canada.ca)

**From:** [Elms, Mandy](#)  
**Sent:** November 2, 2020 6:23 PM  
**To:** [Golden, Danielle](#); [Acres, Natalie](#)  
**Cc:** [TBS Privacy / VIE Privée](#); [Robert, Denis](#); [Goff, Tyler](#); [Marasco, Louise](#); [Garg, Anika](#)  
**Subject:** RE: Document review stats - For Monday end of day if possible?  
**Attachments:** ATIP review of stats.xlsx

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PROTECTED A / PROTÉGÉ A

Hello Danielle,

Please see the attached mock up of stats for the fiscal years 2019-2020 and 2020-2021. The first two tabs labelled 'Dashboard' are visual representations which are automatically generated from the data in the remaining five tabs. This information was extracted from APCM and provide by PPU. Now that the majority of the information is compiled it can be placed in a report or the charts changed. Some of the information will require further break down to precisely capture the information that was requested.

I hope this is a good start and along the lines you were looking for.

Mandy Elms  
Analyst  
Strategic Communications and Ministerial Affairs  
Ministerial Services  
Access to Information and Privacy (ATIP)  
Treasury Board of Canada Secretariat / Government of Canada  
343-999-6801

---

**From:** Robert, Denis <[Denis.Robert@tbs-sct.gc.ca](mailto:Denis.Robert@tbs-sct.gc.ca)>  
**Sent:** October 30, 2020 5:29 PM  
**To:** Acres, Natalie <[Natalie.Acres@tbs-sct.gc.ca](mailto:Natalie.Acres@tbs-sct.gc.ca)>; Golden, Danielle <[Danielle.Golden@tbs-sct.gc.ca](mailto:Danielle.Golden@tbs-sct.gc.ca)>  
**Cc:** [TBS Privacy / VIE Privée](#) <[Privacy.vieprivee@tbs-sct.gc.ca](mailto:Privacy.vieprivee@tbs-sct.gc.ca)>; [Goff, Tyler](#) <[Tyler.Goff@tbs-sct.gc.ca](mailto:Tyler.Goff@tbs-sct.gc.ca)>; [Marasco, Louise](#) <[Louise.Marasco@tbs-sct.gc.ca](mailto:Louise.Marasco@tbs-sct.gc.ca)>; [Elms, Mandy](#) <[Mandy.Elms@tbs-sct.gc.ca](mailto:Mandy.Elms@tbs-sct.gc.ca)>; [Garg, Anika](#) <[Anika.Garg@tbs-sct.gc.ca](mailto:Anika.Garg@tbs-sct.gc.ca)>  
**Subject:** RE: Document review stats - For Monday end of day if possible?

PROTECTED A / PROTÉGÉ A

Hello Danielle/Natalie,

Please find attached stats for PPU review of T&H entries since April 2019.

Happy to provide a summary of efforts to reviews T&H and to generate/post ATI summaries.

Many thanks. – Denis

---

**From:** Acres, Natalie <[Natalie.Acres@tbs-sct.gc.ca](mailto:Natalie.Acres@tbs-sct.gc.ca)>  
**Sent:** October 30, 2020 2:12 PM  
**To:** Golden, Danielle <[Danielle.Golden@tbs-sct.gc.ca](mailto:Danielle.Golden@tbs-sct.gc.ca)>



**Cc:** TBS Privacy / VIE Privée <[Privacy.vieprivee@tbs-sct.gc.ca](mailto:Privacy.vieprivee@tbs-sct.gc.ca)>; Robert, Denis <[Denis.Robert@tbs-sct.gc.ca](mailto:Denis.Robert@tbs-sct.gc.ca)>; Goff, Tyler <[Tyler.Goff@tbs-sct.gc.ca](mailto:Tyler.Goff@tbs-sct.gc.ca)>; Marasco, Louise <[Louise.Marasco@tbs-sct.gc.ca](mailto:Louise.Marasco@tbs-sct.gc.ca)>; Elms, Mandy <[Mandy.Elms@tbs-sct.gc.ca](mailto:Mandy.Elms@tbs-sct.gc.ca)>

**Subject:** RE: Document review stats - For Monday end of day if possible?

PROTECTED A / PROTÉGÉ A

Danielle,

I think it makes sense given the overarching goal is:

1. Wrap up the project with recommendations for the way forward (incorporate into baseline functioning of ATIP office) & any lessons learned
2. What this means to the ATIP office (volume and resource requirements to do this XXX FTEs)
3. Awareness slide – increase in departmental reviews

I like the slide that includes the overall stats for TBS while noting where the ATIP office takes on the coordination role and the review role. I like how you indicated “X SCMA Privacy Review”.

I find that oftentimes, when trying to tell the story of how much resources are needed, it is difficult for others to understand total volume of work. If anyone has any creative ideas of how we can put the increase volume of work due to proactive disclosure and DRs into context, then please suggest. Perhaps we do a comparison of stats for how much TBS reviews annual for ATIA? le: For proactive disclosure and DR the ATIP office reviewed XXX pages. This is XX% of what is reviewed annually by ATIP, or on average, one officer reviews XXX pages per year.

Natalie

---

**From:** Golden, Danielle <[Danielle.Golden@tbs-sct.gc.ca](mailto:Danielle.Golden@tbs-sct.gc.ca)>

**Sent:** October 30, 2020 1:43 PM

**To:** Elms, Mandy <[Mandy.Elms@tbs-sct.gc.ca](mailto:Mandy.Elms@tbs-sct.gc.ca)>; Acres, Natalie <[Natalie.Acres@tbs-sct.gc.ca](mailto:Natalie.Acres@tbs-sct.gc.ca)>

**Cc:** TBS Privacy / VIE Privée <[Privacy.vieprivee@tbs-sct.gc.ca](mailto:Privacy.vieprivee@tbs-sct.gc.ca)>; Robert, Denis <[Denis.Robert@tbs-sct.gc.ca](mailto:Denis.Robert@tbs-sct.gc.ca)>; Goff, Tyler <[Tyler.Goff@tbs-sct.gc.ca](mailto:Tyler.Goff@tbs-sct.gc.ca)>; Marasco, Louise <[Louise.Marasco@tbs-sct.gc.ca](mailto:Louise.Marasco@tbs-sct.gc.ca)>

**Subject:** RE: Document review stats - For Monday end of day if possible?

PROTECTED A / PROTÉGÉ A

Here is an example of the C-58 info I think we could share with Kelly - just need to fill in the blanks for stats - maybe a similar slide for the “Other” reviews...? Does that make sense Natalie?

---

**From:** Golden, Danielle

**Sent:** October 30, 2020 11:29 AM

**To:** Elms, Mandy <[Mandy.Elms@tbs-sct.gc.ca](mailto:Mandy.Elms@tbs-sct.gc.ca)>

**Cc:** 'TBS Privacy / VIE Privée' <[Privacy.vieprivee@tbs-sct.gc.ca](mailto:Privacy.vieprivee@tbs-sct.gc.ca)>; Robert, Denis <[Denis.Robert@tbs-sct.gc.ca](mailto:Denis.Robert@tbs-sct.gc.ca)>; Goff, Tyler <[Tyler.Goff@tbs-sct.gc.ca](mailto:Tyler.Goff@tbs-sct.gc.ca)>; Marasco, Louise <[Louise.Marasco@tbs-sct.gc.ca](mailto:Louise.Marasco@tbs-sct.gc.ca)>; Acres, Natalie <[Natalie.Acres@tbs-sct.gc.ca](mailto:Natalie.Acres@tbs-sct.gc.ca)>

**Subject:** Document review stats - For Monday end of day if possible?

PROTECTED A / PROTÉGÉ A

Hi Mandy!

s.16(2)(c)

Hope you are having a great Friday, not sure if Tyler had the chance to ask you yet, but I was wondering if you can collect some stats for us. Natalie and the management team are preparing a couple of short briefings for Kelly, and what we would like to do is take the snap shot of the AR 12 months, plus the past 7 months (April 1 to oct. 31) stats on all document reviews – separated by C-58 requirements, and other informal reviews:

- C-58 reviews (the work you and Carter do), including Privacy policy (ATI summaries postings and travel and hospitality reviews, contracts) – maybe talk to Anika and Sukprheet to get a good understanding of that they review
- DC files (between both teams: (audits, Parliamentary committees, HR files, OCHRO publications / reports...)
- AI

Here is a link to AR as well as the BN to the minister (highlights) and ML to provide what type of info we are looking for pls and if you can separate Mind DG too. I would like to see page count and numbers of each time if at all possible, and split between fiscal yrs. Maybe do a mock up with a few entries and share it with us.

Draft Annual Report on the Access to Information Act aug 25 - ed.docx

Draft - 2019 to 2020 Annual Report on the Access to Information Act (FR) 25aout ed.docx

Draft 2019 to 2020 Annual Report on the Privacy Act (ENG) - aug 4 -ed.docx

Draft - 2019 to 2020 Annual Report on the Privacy Act (FR)ed.docx

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**Not for publication but for info for strategic coms:**

TAB 1 ; Key Highlights of the Treasury Board of Canada Secretariat 2019-20.docx

TAB\_2\_-\_Tabling\_Letters\_-\_2019-20\_ATIP\_Annual\_Reports\_.doc

Danielle Golden

Director, ATIP, Strategic Communications and Ministerial Affairs

Directrice, AIPRP, Communications stratégiques et affaires ministérielles  
Treasury Board of Canada Secretariat / Secrétariat du Conseil du Trésor  
[Danielle.Golden@tbs-sct.gc.ca](mailto:Danielle.Golden@tbs-sct.gc.ca) / Tel: 613-617-2791

**From:** [Acres, Natalie](#)  
**Sent:** October 27, 2020 10:20 AM  
**To:** [Robert, Denis](#)  
**Subject:**

RE: Resumes

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PROTECTED A / PROTÉGÉ A

Hi Denis,  
Did you decide to approach any of these individuals? Judging by the resumes there may be one that is well suited.

Lets discuss at bilat.

Natalie

---

**From:** Robert, Denis <Denis.Robert@tbs-sct.gc.ca>  
**Sent:** October 23, 2020 10:04 AM  
**To:** Acres, Natalie <Natalie.Acres@tbs-sct.gc.ca>  
**Subject:** FW: Resumes

PROTECTED A / PROTÉGÉ A

**FYI for now** – forgot to cc you.

We're getting the GCConnex poster reviewed/translated and hopefully posting today...or Monday !

Happy to discuss. - Denis

---

**From:** Robert, Denis  
**Sent:** October 23, 2020 9:35 AM  
**To:** Li, Miranda <Miranda.Li@tbs-sct.gc.ca>  
**Subject:** FW: Resumes

PROTECTED A / PROTÉGÉ A

***(Not for re-distribution)***

Good morning Miranda,

Here are **3 potentials** out of 8 submissions I was provided by HR out of the [TBS Talent mobility tool](#).

I would like you to review and give me your feedback, perhaps we can further discuss over a quick MSteam meeting.

Let me know if you have time to review today (if possible)...perhaps we can book some time later this afternoon.

Many thanks. – Denis

---

**From:** Shannon, Jayme <[Jayme.Shannon@tbs-sct.gc.ca](mailto:Jayme.Shannon@tbs-sct.gc.ca)>  
**Sent:** October 22, 2020 2:24 PM  
**To:** Robert, Denis <[Denis.Robert@tbs-sct.gc.ca](mailto:Denis.Robert@tbs-sct.gc.ca)>  
**Subject:** Resumes

Here are the resumes

*Jayne Shannon*

Human Resources Advisor, Human Resources Division  
Human Resources Division  
Treasury Board of Canada Secretariat / Government of Canada  
[Jayme.Shannon@tbs-sct.gc.ca](mailto:Jayme.Shannon@tbs-sct.gc.ca) Tel: 343-542-7580

Conseillère en ressources humaines, Division des ressources humaines  
Division des ressources humaines  
Secrétariat du Conseil du Trésor du Canada / Gouvernement du Canada  
[Jayme.Shannon@tbs-sct.gc.ca](mailto:Jayme.Shannon@tbs-sct.gc.ca) Tel: 343-542-7580

**From:** Golden, Danielle  
**Sent:** Tuesday, September 15, 2020 9:12 AM  
**To:** Nandy, Janhabi  
**Subject:** RE: salary forecast worksheet split by fund centre (not org chart) and transition in - Nat, transition out - Dan  
**Attachments:** RE: salary forecast worksheet split by fund centre (not org chart) and transition in - Nat, transition out - Dan; ATIP transition proposal.docx

PROTECTED A / PROTÉGÉ A

Further to our conversation Friday, please find attached both the transition for Nat document as well as the salary forecast (2 versions). See attached email from Denis which provides additional context.

Let me know when you would like me to share both or either document with Natalie.

**From:** Golden, Danielle  
**Sent:** September 3, 2020 4:07 PM  
**To:** Nandy, Janhabi <Janhabi.Nandy@tbs-sct.gc.ca>  
**Subject:** FW: salary forecast worksheet split by fund centre (not org chart) and transition in - Nat, transition out - Dan

PROTECTED A / PROTÉGÉ A

Attached is the proposed salary forecast that matches the salary and budget info shared by MC and MP from Tuesday's meeting.

tomorrow, we should have an updated business plan as well as an updated key statistics.

Also find attached my first draft for Nat's transition in – my transition out. Have a great evening

Danielle

**From:** Clouston, Marie-Chantale <Marie-Chantale.Clouston@tbs-sct.gc.ca>  
**Sent:** September 3, 2020 2:42 PM  
**To:** Robert, Denis <Denis.Robert@tbs-sct.gc.ca>  
**Cc:** Golden, Danielle <Danielle.Golden@tbs-sct.gc.ca>; Meredith, Anik <Anik.Meredith@tbs-sct.gc.ca>  
**Subject:** RE: Org Chart: juin et juillet pour conversation de 1 Sept 2020

Bonjour Denis,

Voici :

420103 (Danielle Golden - Bill-C58)				
Position Number & Level	Staffing Mechanism	Candidate's name	Planned start date	Comments
PM-06 - 348697	TBD	TBD	December 1, 2020	
CR-04 - 42020204	TBD	Carter Matthews	October 20, 2020	
420202 (Danielle Golden - ATIP)				
Group & Level - Position Number (SAP)	Staffing Mechanism	Candidate's name	Planned start date	Comments
EX-01 - 217035	App from pool	Natalie Acres	September 14, 2020	
FSWEP - 42020201	FSWEP	Olivia Garnette	Jan 1, 2021 to March 31, 2021	15 hours / week
FSWEP - 42020203	FSWEP	Vanessa Racine	Jan 1, 2021 to March 31, 2021	15 hours / week
PM-01 - 5518	Bridging	Anika Garg	October 1, 2020	Policy
PM-05	Acting extension	Louise Marasco	November 1, 2020	To replace Tyler OK: Salary forecasted planned for Tyler Goff
CR-04 - 42020205	TBD	TBD	October	Need to create position
PM-02 - 326092	App from pool	TBD	January 4, 2021	Process to be launch in September
PM-03 - 42020202	App from pool	TBD	January 4, 2021	Process to be launch in September
PM-04 - 347738	App from pool	TBD	January 4, 2021	Process to be launch in September

Marie-Chantale Clouston  
 613-371-3665

**From:** Robert, Denis <Denis.Robert@tbs-sct.gc.ca>  
**Sent:** Tuesday, September 1, 2020 2:29 PM  
**To:** Clouston, Marie-Chantale <Marie-Chantale.Clouston@tbs-sct.gc.ca>  
**Cc:** Golden, Danielle <Danielle.Golden@tbs-sct.gc.ca>; Meredith, Anik <Anik.Meredith@tbs-sct.gc.ca>  
**Subject:** RE: Org Chart: juin et juillet pour conversation de 1 Sept 2020  
**Importance:** High

Salut Marie-Chantale,

Pourrais-tu me fournir une copie du document que tu as projeté sur ton écran ce matin pendant notre réunion sur les budgets ?

Merci - Denis

**From:** Clouston, Marie-Chantale <Marie-Chantale.Clouston@tbs-sct.gc.ca>  
**Sent:** September 1, 2020 9:56 AM  
**To:** Golden, Danielle <Danielle.Golden@tbs-sct.gc.ca>; Roussel Legros, Marie-Pier <Marie-Pier.RousselLegros@tbs-sct.gc.ca>; Meredith, Anik <Anik.Meredith@tbs-sct.gc.ca>; Robert, Denis <Denis.Robert@tbs-sct.gc.ca>; Nandy, Janhabi <Janhabi.Nandy@tbs-sct.gc.ca>; Marasco, Louise <Louise.Marasco@tbs-sct.gc.ca>; Goff, Tyler <Tyler.Goff@tbs-sct.gc.ca>  
**Subject:** RE: Org Chart: juin et juillet pour conversation de 1 Sept 2020

Voici les organigrammes plus à jour

Marie-Chantale Clouston

613-371-3665

---

**From:** Golden, Danielle <[Danielle.Golden@tbs-sct.gc.ca](mailto:Danielle.Golden@tbs-sct.gc.ca)>  
**Sent:** Tuesday, September 1, 2020 9:51 AM  
**To:** Clouston, Marie-Chantale <[Marie-Chantale.Clouston@tbs-sct.gc.ca](mailto:Marie-Chantale.Clouston@tbs-sct.gc.ca)>; Roussel Legros, Marie-Pier <[Marie-Pier.RousselLegros@tbs-sct.gc.ca](mailto:Marie-Pier.RousselLegros@tbs-sct.gc.ca)>; Meredith, Anik <[Anik.Meredith@tbs-sct.gc.ca](mailto:Anik.Meredith@tbs-sct.gc.ca)>; Robert, Denis <[Denis.Robert@tbs-sct.gc.ca](mailto:Denis.Robert@tbs-sct.gc.ca)>; Nandy, Janhabi <[Janhabi.Nandy@tbs-sct.gc.ca](mailto:Janhabi.Nandy@tbs-sct.gc.ca)>; Marasco, Louise <[Louise.Marasco@tbs-sct.gc.ca](mailto:Louise.Marasco@tbs-sct.gc.ca)>; Goff, Tyler <[TylerGoff@tbs-sct.gc.ca](mailto:TylerGoff@tbs-sct.gc.ca)>  
**Subject:** FW: Org Chart: juin et juillet pour conversation de 1 Sept 2020

Bonjour Marie-Chantal et Marie-Pier, pour notre rencontre ce matin, est ce que les org chart du 2 juin son les plus ajours? (Apart de celui à Denis (Privacy policy – « proposed » ci-joint) )

Merci

Danielle

---

**From:** Clouston, Marie-Chantale <[Marie-Chantale.Clouston@tbs-sct.gc.ca](mailto:Marie-Chantale.Clouston@tbs-sct.gc.ca)>  
**Sent:** June 2, 2020 10:28 AM  
**To:** Golden, Danielle <[Danielle.Golden@tbs-sct.gc.ca](mailto:Danielle.Golden@tbs-sct.gc.ca)>; Robert, Denis <[Denis.Robert@tbs-sct.gc.ca](mailto:Denis.Robert@tbs-sct.gc.ca)>  
**Cc:** Roussel Legros, Marie-Pier <[Marie-Pier.RousselLegros@tbs-sct.gc.ca](mailto:Marie-Pier.RousselLegros@tbs-sct.gc.ca)>  
**Subject:** Org Chart

Bonjour,

Tel que discuté, voici vos organigrammes à jour.

Merci

**Marie-Chantale Clouston**  
Manager Sector Operations - Human Resources, Strategic Communications and Ministerial Affairs  
Treasury Board of Canada Secretariat / Government of Canada  
[Marie-Chantale.Clouston@tbs-sct.gc.ca](mailto:Marie-Chantale.Clouston@tbs-sct.gc.ca) / Tel: 613-371-3665

Gestionnaire des opérations du secteur - Ressources humaines, Communications stratégiques et affaires ministérielles  
Secrétariat du Conseil du Trésor du Canada / Gouvernement du Canada  
[Marie-Chantale.Clouston@tbs-sct.gc.ca](mailto:Marie-Chantale.Clouston@tbs-sct.gc.ca) / Tél: 613-371-3665

ATIP Transition proposal

**First three to four weeks:**

Natalie to attend / shadow all privacy, ATI and staff meetings

Natalie to familiarize herself with active case management files, and high vis files with managers cc'ing Natalie for situational awareness and to take over longer termed projects and files

Recommend that Natalie have bilats and skip levels with all staff members over the first month

Natalie to work with Anik conduct the PM-06 interviews with OCIO and Anik

**Forth & Fifth week Nat's realm of responsibility:**

Danielle and Natalie to discuss Nat's observations in detail to allow for smooth transition with management team and opportunities for improvement

Hand-off, and Natalie to approve select ATIP Operations files and approval of select Privacy policy files (TBD) based on comfort level, complexity and volume. By 5-6<sup>th</sup> week, Natalie is the delegated manager responsible for all ATIP operations and privacy policy files (except for certain backlog files)

\*Discuss/conduct opportunity for a 2 hour facilitated conversation by ' ' with the extended ATIP management team (team leads and managers) now that BCP has been lifted, re-iteration of management expectations, re-confirmation of importance of demonstrating core competencies, and other: initiative, responsibilities, workload team structures, attention to detail, consistency, imputabilité... (I cannot remember the English word...)

**5-6 week Danielle's realm of responsibility:**

- shadow/attend, if asked by Natalie, select high vis privacy and ATI meetings
- continue to manage C-58 responsibilities, while cc'ing Natalie for situational awareness
  - o level of effort: approx. 2 days a week, including strategy and development of presentation to Exco on lessons learned, key successes etc....
- Danielle to conduct strategy in line with Nat and Janhabi's vision (ATIP opportunities for improvement and key backlog files)
  - o Level of effort: 1-2 day a week (more if the opportunity provides itself).

**Week 6-7 – on Danielle's realm of responsibility:**

- continue to manage C-58 responsibilities, while cc'ing Natalie for situational awareness
  - o level of effort: approx. 2 days a week, including strategy and development of presentation to Exco on lessons learned, key successes etc.
- Self-learning, work on job applications, interview skills, reach out to contacts, cold calls, sharing of CV and cover letter...
  - o level of effort: 1 day, (increase by January-February 2021)
- Danielle to work on key backlog files
  - o Level of effort: 1-2 days a week (more if the opportunity provides itself).

## Goff, Tyler

---

**From:** Robert, Denis  
**Sent:** Monday, September 14, 2020 4:36 PM  
**To:** Golden, Danielle  
**Cc:** Singh, Sukhpreet; Meredith, Anik; Goff, Tyler  
**Subject:** RE: salary forecast worksheet split by fund centre (not org chart) and transition in - Nat, transition out - Dan  
**Attachments:** Salary Forecast worksheet 2020-2021 v4 - by Org Chart.xlsx; Salary Forecast worksheet 2020-2021 v1 - by Actual Operational Structure.xlsx

PROTECTED A / PROTÉGÉ A

Hi Danielle,

Please find attached the salary forecast spreadsheets both **by org chart** (with updated info) as well as the **new** spreadsheet set **by operational structure** for our 3 business lines. You will note a small discrepancy of **\$189** between the two spreadsheets to account for our use of decimals.

As discussed, for the operational spreadsheet, we have also further broken the amounts down by roles and responsibilities – for example, Tyler is 1/3 on C-58 and 2/3 in intake, etc.

Also, we further accounted for Ops work on the C-58 side but did not attribute any costs for those (see Myrna) Carter was split between both units and since his role is operational on both sides, we split the costs for his salary evenly. You have been split between all business lines.

Let me know if this is what you were looking for to brief up to Kelly. Happy to make any further adjustments – as required.

Happy to discuss. - Denis

---

**From:** Golden, Danielle <Danielle.Golden@tbs-sct.gc.ca>  
**Sent:** September 11, 2020 1:38 PM  
**To:** Singh, Sukhpreet <Sukhpreet.Singh@tbs-sct.gc.ca>  
**Cc:** Robert, Denis <Denis.Robert@tbs-sct.gc.ca>  
**Subject:** FW: salary forecast worksheet split by fund centre (not org chart) and transition in - Nat, transition out - Dan

We'll be working off of v3 attached. But lets not start the second til we ironed out the first

---

**From:** Golden, Danielle  
**Sent:** September 3, 2020 4:07 PM  
**To:** Nandy, Janhabi <Janhabi.Nandy@tbs-sct.gc.ca>  
**Subject:** FW: salary forecast worksheet split by fund centre (not org chart) and transition in - Nat, transition out - Dan

PROTECTED A / PROTÉGÉ A

Attached is the proposed salary forecast that matches the salary and budget info shared by MC and MP from Tuesday's meeting.



tomorrow, we should have an updated business plan as well as an updated key statistics.

Also find attached my first draft for Nat's transition in – my transition out. Have a great evening

Danielle

**From:** Clouston, Marie-Chantale <Marie-Chantale.Clouston@tbs-sct.gc.ca>  
**Sent:** September 3, 2020 2:42 PM  
**To:** Robert, Denis <Denis.Robert@tbs-sct.gc.ca>  
**Cc:** Golden, Danielle <Danielle.Golden@tbs-sct.gc.ca>; Meredith, Anik <Anik.Meredith@tbs-sct.gc.ca>  
**Subject:** RE: Org Chart: juin et juillet pour conversation de 1 Sept 2020

Bonjour Denis,

Voici :

420103 (Danielle Golden - Bill-C58)				
Position Number & Level	Staffing Mechanism	Candidate's name	Planned start date	Com
PM-06 - 348697	TBD	TBD	December 1, 2020	
CR-04 - 42020204	TBD	Carter Matthews	October 20, 2020	
420202 (Danielle Golden - ATIP)				
Group & Level - Position Number (SAP)	Staffing Mechanism	Candidate's name	Planned start date	Com
EX-01 - 217035	App from pool	Natalie Acres	September 14, 2020	
FSWEP - 42020201	FSWEP	Olivia Garnette	Jan 1, 2021 to March 31, 2021	15 h
FSWEP - 42020203	FSWEP	Vanessa Racine	Jan 1, 2021 to March 31, 2021	15 h
PM-01 - 5518	Bridging	Anika Garg	October 1, 2020	Polic
PM-05	Acting extension	Louise Marasco	November 1, 2020	To re OK: 1
CR-04 - 42020205	TBD	TBD	October	Neer
PM-02 - 326092	App from pool	TBD	January 4, 2021	Proc
PM-03 - 42020202	App from pool	TBD	January 4, 2021	Proc
PM-04 - 347738	App from pool	TBD	January 4, 2021	Proc

**Marie-Chantale Clouston**  
 613-371-3665

**From:** Robert, Denis <Denis.Robert@tbs-sct.gc.ca>  
**Sent:** Tuesday, September 1, 2020 2:29 PM  
**To:** Clouston, Marie-Chantale <Marie-Chantale.Clouston@tbs-sct.gc.ca>  
**Cc:** Golden, Danielle <Danielle.Golden@tbs-sct.gc.ca>; Meredith, Anik <Anik.Meredith@tbs-sct.gc.ca>  
**Subject:** RE: Org Chart: juin et juillet pour conversation de 1 Sept 2020  
**Importance:** High

Salut Marie-Chantale,

Pourrais-tu me fournir une copie du document que tu as projeté sur ton écran ce matin pendant notre réunion sur les budgets ?

Merci - Denis

---

**From:** Clouston, Marie-Chantale <[Marie-Chantale.Clouston@tbs-sct.gc.ca](mailto:Marie-Chantale.Clouston@tbs-sct.gc.ca)>  
**Sent:** September 1, 2020 9:56 AM  
**To:** Golden, Danielle <[Danielle.Golden@tbs-sct.gc.ca](mailto:Danielle.Golden@tbs-sct.gc.ca)>; Roussel Legros, Marie-Pier <[Marie-Pier.RousselLegros@tbs-sct.gc.ca](mailto:Marie-Pier.RousselLegros@tbs-sct.gc.ca)>; Meredith, Anik <[Anik.Meredith@tbs-sct.gc.ca](mailto:Anik.Meredith@tbs-sct.gc.ca)>; Robert, Denis <[Denis.Robert@tbs-sct.gc.ca](mailto:Denis.Robert@tbs-sct.gc.ca)>; Nandy, Janhabi <[Janhabi.Nandy@tbs-sct.gc.ca](mailto:Janhabi.Nandy@tbs-sct.gc.ca)>; Marasco, Louise <[Louise.Marasco@tbs-sct.gc.ca](mailto:Louise.Marasco@tbs-sct.gc.ca)>; Goff, Tyler <[Tyler.Goff@tbs-sct.gc.ca](mailto:Tyler.Goff@tbs-sct.gc.ca)>  
**Subject:** RE: Org Chart: juin et juillet pour conversation de 1 Sept 2020

Voici les organigrammes plus à jour

**Marie-Chantale Clouston**  
613-371-3665

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**From:** Golden, Danielle <[Danielle.Golden@tbs-sct.gc.ca](mailto:Danielle.Golden@tbs-sct.gc.ca)>  
**Sent:** Tuesday, September 1, 2020 9:51 AM  
**To:** Clouston, Marie-Chantale <[Marie-Chantale.Clouston@tbs-sct.gc.ca](mailto:Marie-Chantale.Clouston@tbs-sct.gc.ca)>; Roussel Legros, Marie-Pier <[Marie-Pier.RousselLegros@tbs-sct.gc.ca](mailto:Marie-Pier.RousselLegros@tbs-sct.gc.ca)>; Meredith, Anik <[Anik.Meredith@tbs-sct.gc.ca](mailto:Anik.Meredith@tbs-sct.gc.ca)>; Robert, Denis <[Denis.Robert@tbs-sct.gc.ca](mailto:Denis.Robert@tbs-sct.gc.ca)>; Nandy, Janhabi <[Janhabi.Nandy@tbs-sct.gc.ca](mailto:Janhabi.Nandy@tbs-sct.gc.ca)>; Marasco, Louise <[Louise.Marasco@tbs-sct.gc.ca](mailto:Louise.Marasco@tbs-sct.gc.ca)>; Goff, Tyler <[Tyler.Goff@tbs-sct.gc.ca](mailto:Tyler.Goff@tbs-sct.gc.ca)>  
**Subject:** FW: Org Chart: juin et juillet pour conversation de 1 Sept 2020

Bonjour Marie-Chantal et Marie-Pier, pour notre rencontre ce matin, est ce que les org chart du 2 juin son les plus ajours? (Apart de celui à Denis (Privacy policy – « proposed » ci-joint) )

Merci

Danielle

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**From:** Clouston, Marie-Chantale <[Marie-Chantale.Clouston@tbs-sct.gc.ca](mailto:Marie-Chantale.Clouston@tbs-sct.gc.ca)>  
**Sent:** June 2, 2020 10:28 AM  
**To:** Golden, Danielle <[Danielle.Golden@tbs-sct.gc.ca](mailto:Danielle.Golden@tbs-sct.gc.ca)>; Robert, Denis <[Denis.Robert@tbs-sct.gc.ca](mailto:Denis.Robert@tbs-sct.gc.ca)>  
**Cc:** Roussel Legros, Marie-Pier <[Marie-Pier.RousselLegros@tbs-sct.gc.ca](mailto:Marie-Pier.RousselLegros@tbs-sct.gc.ca)>  
**Subject:** Org Chart

Bonjour,

Tel que discuté, voici vos organigrammes à jour.

Merci

**Marie-Chantale Clouston**  
Manager Sector Operations - Human Resources, Strategic Communications and Ministerial Affairs  
Treasury Board of Canada Secretariat / Government of Canada

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PROTECTED A / PROTÉGÉ A

**ATIP ANNUAL SALARY FORECAST 2020-2021 (ORG CHART)**

Executive	Level	Annual Salary	Monthly salary (excl. Bilingual bonus)	Number of Months on strength	Forecasted Salary
Nathalie Acres	EX-01			6.5	
					TOTAL
Intake	Level	Annual Salary	Monthly salary (incl. Bilingual bonus)	Number of Months on strength	Salary forecast
Tyler Goff	PM-05			4	
Louise Marasco - Acting	PM-05			7	
Johanne Seguin	PM-03			12	
Alyssa Hogue	PM-02			12	
Gisele Laberge	PM-01			12	
Vanessa Racine-Summer Full Time	Student			4	
Vanessa Racine-Part Time (15 Hours)	Student			8	
Olivia Garnette-Summer Full Time	Student			4	
Olivia Garnette-Part Time (15 Hours)	Student			2	
TBD	CR-04			6	
					TOTAL
Operations	Level	Annual Salary	Monthly salary (incl. Bilingual bonus)	Number of Months on strength	Salary forecast
Anik Meredith	PM-06			12	
Kevin Adamsons	PM-05			12	
Annie Croteau	PM-05			12	
Louise Marasco	PM-04			5	
Jo-Ann MacDonald	PM-04			12	
Lise Lacroix	PM-03			10	
Sarah Haley	PM-03			7	
Lise Lacroix	PM-02			2	
Catarina Melo	PM-02			12	
Sarah Haley-Summer Full Time	Student			4	
Sarah Haley - Part Time (15 Hours)	Student			1	
Applicant from Pool - TBD	PM-04			3	
Applicant from Pool - TBD	PM-03			3	
Applicant from Pool - TBD	PM-02			3	
					TOTAL
Privacy Policy	Level	Annual Salary	Monthly salary (incl. Bilingual bonus)	Number of Months on strength	Salary forecast
Denis Robert	PM-06			12	
Miranda Li	PM-05			12	
Yvette Lubrun - Acting	PM-05			4	
Yvette Lubrun	PM-04			8	
Sukhpreet Singh	PM-02			12	
Anika Garg	PM-01			7	
Anika Garg - Casual	PM-01			5	
					TOTAL
<b>TOTALS AND BALANCES</b>					
					<b>Total Salary Forecast (Actual)</b>
					\$1,357,802.46

**ATIP ANNUAL SALARY FORECAST 2020-2021**

Executive	Level	Annual Salary	Monthly salary (excl. Bilingual bonus)	Number of Months on strenght	Forecasted Salary
Danielle Golden	EX-01			12	
					<b>TOTAL</b>
C-58	Level	Annual Salary	Monthly salary (excl. Bilingual bonus)	Number of Months on strenght	Forecasted Salary
Tyler Goff- Acting	PM-06			8	
Myrna Teske	PM-05			12	
Roger Martineau (Originally forecasted for 12 months)	PM-05			5	
Mandy Elms	PM-02			12	
Carter Matthews - Acting	PM-01			8.5	
Carter Matthews	CR-04			3.5	
Greg Bell - IS03 - Web Coding ( With BJ's Team)	IS-03			7	
PM-05 (Applicant from process - TBD)	PM-05			3	
					<b>TOTAL</b>
					<b>TOTALS AND BALANCES</b>
					Total Salary Forecast (Actual)
					<b>\$474,814.21</b>
					Total Planned (Anticipated - Not included in fo
					<b>\$21,697.00</b>

<b>TOTALS AND BALANCES</b>
----------------------------

CC 420202 + 420103 ORG CHART ( Salary Forecast)	\$ 1,832,616.67
CC 420202 + 420103 ACTUAL ( Salary Forecast)	\$ 1,832,426.98
Difference	\$ 189.68
CC 420202 + 420103 ORG CHART ( Planned)	\$ 97,671.25
CC 420202 + 420103 ACTUAL ( Planned)	\$ 97,671.25
Difference	\$ -
CC 420202 + 420103 ( Salary Forecast + Planned )	\$ 1,930,287.92
CC 420202 + 420103 ACTUAL ( Salary Forecast + Planned)	\$ 1,930,098.23
Difference	\$ 189.68

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PROTECTED A / PROTÉGÉ A

**ATIP ANNUAL SALARY FORECAST 2020-2021(Actual Structure)**

Executive	Level	Annual Salary	Monthly salary (excl. Bilingual bonus)	Number of Months on strength	Salary forecast
Nathalie Acres	EX-01			6.5	
					TOTAL
Intake	Level	Annual Salary	Monthly salary (excl. Bilingual bonus)	Number of Months on strength	Salary forecast
Tyler Goff - 2/3 Intake Manager	PM-06			5.33	
*Tyler Goff	PM-05			4	
Louise Marasco - Acting	PM-05			7	
Johanne Seguin	PM-03			12	
Alyssa Hogue	PM-02			12	
Gisele Laberge	PM-01			12	
*Carter Matthews - Acting 1/2 Intake	PM-01			4.25	
*Carter Matthews - 1/2 Intake	CR-04			1.75	
Vanessa Racine-Summer Full Time	Student			4	
Vanessa Racine-Part Time (15 Hours)	Student			8	
Olivia Garnette-Summer Full Time	Student			4	
Olivia Garnette-Part Time (15 Hours)	Student			2	
TBD	CR-04			6	
					TOTAL
Operations	Level	Annual Salary	Monthly salary (excl. Bilingual bonus)	Number of Months on strength	Salary forecast
*Danielle Golden - 1/3 Operations (First 5.5 Months)	EX-01			1.83	
Anik Meredith	PM-06			12	
Myrna Teske - Operations	PM-05			12	
Kevin Adamsons	PM-05			12	
Annie Croteau	PM-05			12	
Louise Marasco	PM-04			5	
Jo-Ann MacDonald	PM-04			12	
Lise Lacroix	PM-03			10	
Sarah Haley	PM-03			7	
Lise Lacroix	PM-02			2	
Catarina Melo	PM-02			12	
Sarah Haley-Summer Full Time	Student			4	
Sarah Haley - Part Time (15 Hours)	Student			1	
Applicant from Pool - TBD	PM-04			3	
Applicant from Pool - TBD	PM-03			3	
Applicant from Pool - TBD	PM-02			3	
					TOTAL
Privacy Policy	Level	Annual Salary	Monthly salary (excl. Bilingual bonus)	Number of Months on strength	Salary forecast
*Danielle Golden - 1/3 Privacy (First 5.5 Months)	EX-01			1.83	
Denis Robert	PM-06			12	
Hiranda Li	PM-05			12	
Roger Martineau (Originally forecasted for 12 months)	PM-05			5	
Yvette Lubrun - Acting	PM-05			4	
Yvette Lubrun	PM-04			8	
Sukhpreet Singh	PM-02			12	
Anika Garg	PM-01			7	
Anika Garg - Casual	PM-01			5	
PM-05 (Applicant from process - TBD)	PM-05			3	
					TOTAL
					TOTALS AND BALANCES
					Total Salary Forecast (Actual)
					\$1,593,081.17

**C-58 Team ANNUAL SALARY FORECAST 2020-2021 (Actual Structure)**

C-58	Level	Annual Salary	Monthly salary (excl. Bilingual bonus)	Number of Months on strength	Salary forecast
Danielle Golden (Last 6.5 Months)	EX-01			6.5	
Danielle Golden - 1/3 C-58 (First 5.5 Months)	EX-01			1.83	
Tyler Goff Acting - 1/3 C-58 Manager	PM-06			2.66	
Mandy Elms	PM-02			12	
Greg Bell - IS03 - Web Coding (With BJ's Team)	IS-03			7	
Carter Matthews - Acting 1/2 Intake	PM-01			4.25	
Carter Matthews - 1/2 Intake	CR-04			1.75	
*C-58 Review reflected in FC420202 (2 x PM-05)	PM-05			0	
					<b>TOTAL</b>
					<b><u>TOTALS AND BALANCES</u></b>
					<b>Total Salary Forecast (Actual)</b>
					<b>\$239,345.82</b>

Marie-Chantale.Clouston@tbs-sct.gc.ca / Tel: 613-371-3665

Gestionnaire des opérations du secteur - Ressources humaines, Communications stratégiques et affaires ministérielles  
Secrétariat du Conseil du Trésor du Canada / Gouvernement du Canada

Marie-Chantale.Clouston@tbs-sct.gc.ca / Tél: 613-371-3665



**From:** [Golden, Danielle](#)  
**Sent:** Friday, September 25, 2020 8:08 AM  
**To:** Nandy, Janhabi  
**Cc:** [Acres, Natalie](#)  
**Subject:** Re: FOR REVIEW: HR actions

---

Morning Janhabi! Hope your week was a good one :)

If you have gotten back to HR / ASO on this one, Could you share the response - do we have the go ahead With proposed staffing? We have opportunities for post secondary recruitment efforts through the ATIP community and I think we may be able to find a CR-04, and Anik is in discussions with PM-04s for interest.

The sooner we get those positions staffed, we will have a better handle on complex files and scanning of the voluminous files we recently received...

Let me know if you need any additional info

Thank you

Danielle  
Sent from my iPhone

On Sep 21, 2020, at 4:00 PM, Golden, Danielle <[Danielle.Golden@tbs-sct.gc.ca](mailto:Danielle.Golden@tbs-sct.gc.ca)> wrote:

Have a great evening everyone!

Danielle

---

**From:** Nandy, Janhabi <[Janhabi.Nandy@tbs-sct.gc.ca](mailto:Janhabi.Nandy@tbs-sct.gc.ca)>  
**Sent:** September 21, 2020 11:41 AM  
**To:** Golden, Danielle <[Danielle.Golden@tbs-sct.gc.ca](mailto:Danielle.Golden@tbs-sct.gc.ca)>  
**Cc:** Acres, Natalie <[Natalie.Acres@tbs-sct.gc.ca](mailto:Natalie.Acres@tbs-sct.gc.ca)>  
**Subject:** FOR REVIEW: HR actions

Hi Danielle: See my notes below, lots of blanks if you could fill in/questions from me.

**NEW CR-04 – November 2, 2020 - ATIP**

- **DG: This seems to replace a student, is there a problem with keeping students doing this work?** Keeping students, at least 2 a year is ideal. – it's coincidental that we lost one just last week... With the increase in administrative work over the past two years, we found that it would make sense to always have 2 CR-04s (one with the intent of moving up or moving on, while training the new one). We had also recognised it as an entry position we could use to leverage EE initiatives with unilingual requirements.
- Position to be created
- <image001.png>

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Not planned, but added to the forecast

**PM-02 – January 4, 2021 – ATIP**

- **This staffing is to replace (No info on this in the spreadsheet) Before COVID,** it was the anticipated replacement for the Jr. Analyst. We also wanted to create this opportunity for the 2020 summer indigenous recruitment initiative that never came to fruition - COVID....

- <image001.png>  
Not planned, but added to the forecast
- Anticipatory process to be launch

**PM-03 – January 4, 2021 – ATIP**

- **This staffing is replace Louis-Phillipe Prefontaine-Dastous, who was in a full-time PM-04 position for X months in FY 19-20. Due to delays in replacing him, the resources expended on this position are \$6,336 less than 19-20. He was actually on secondment with IPPD and was due back end of March...**
- Position to be created
- <image001.png>  
Not planned, but added to the forecast
- Anticipatory process to be launch

**PM-04 – January 4, 2021 – ATIP**

- **This staffing is to replace Barbara Hasse, who worked in our office over the first 3 months of COVID, she replaced Yves Carle was in a full-time PM04 position for 6 months in FY 19-20. Due to delays in replacing her, the resources expended on this position will cost \$36K less in 20-21 than the previous year.**
- <image001.png>  
Not planned, but added to the forecast
- Anticipatory process to be launch

This list from MCC is missing a PM 05 to replace Roger Martineau? Yes, I think so, he left 2 weeks ago...

Thank you! Danielle  
Thanks, Janhabi

**From:** Golden, Danielle

**Sent:** October 22, 2020 12:11 PM

**To:** Acres, Natalie

**Subject:** ATIP presentation at EXCO

**Attachments:** Update on implementation of Bill C-58 (May 6 pm) .pptx; 2020-21 Update on TBS ATIP program -including C-58 lessons learned outline and purpose.pptx

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Hi Natalie, further to our conversations, find attached a very rough - first draft/outline of what the deck and key messages could look like (for your eyes for the most part – as these are really preliminary in thought and etched out from the first deck..)

To share with Kelly and Janhabi for endorsement would be as follows:

-----

Hi Kelly, in light of SCMA budget constraints, C-58 responsibilities and IT/new business and compliance challenges, I am proposing to go back to EXCO in order to provide an ATIP update. Attached is the deck that was presented May of 2019 to Exco, and our thoughts are to work again with Priority and Planning surge capacity team. This time, with a holistic approach of the program itself, including opportunities for joint ventures in relation to required IT support to enable Digital and Open government priorities.

Here is the draft purpose and outline:

**PURPOSE**

To provide an update on TBS' ATIP Operations as well as lessons learned for the implementation of C-58's proactive publication requirements

**Outline:**

- **Overview of ATIP 2019-20 success, and 2020-21 TBS COVID & ops realities**
- **C-58 Proactive Publication lessons learned,**
  - **Opportunities\appetite for realignment roles and responsibilities?**
- **TBS ATIP Office government wide leadership role**
- **IT support for TBS ATIP Office on OCIO Government wide Open gov and Digital priorities**
- **Next Steps**

Kelly, if you agree with the proposed outline, Natalie/Danielle and her team will go forward and work with Plans and Priorities for a deck presentation for early December, while Danielle is likely still around to help answer some of the past issues, with Natalie providing insight into what the future holds. Please note, that for the IT issues and support requirements, there would be necessary conversations before the meeting with Paul, Karen and perhaps even Mark Brouillard and your OCIO colleagues to ensure by-in

Alternatively, we can plan for a 30 minutes conversation for you to hash out what you see are the program's opportunities and challenges so that we can incorporate and align from the get go.

I'm available to discuss

JN

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Cheers

Danielle

Danielle Golden

Director, ATIP, Strategic Communications and Ministerial Affairs

Directrice, AIPRP, Communications stratégiques et affaires ministérielles

Treasury Board of Canada Secretariat / Secrétariat du Conseil du Trésor

[Danielle.Golden@tbs-sct.gc.ca](mailto:Danielle.Golden@tbs-sct.gc.ca) / Tel: 613-617-2791



Treasury Board of Canada  
Secretariat

Secrétariat du Conseil du Trésor  
du Canada

Canada

# 2020-21 Update on TBS ATIP program and C-58 lessons learned

XXX

December, 2020

# Purpose and outline

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## **PURPOSE**

To provide an update on TBS' ATIP Operations as well as lessons learned for the implementation of C-58's proactive publication requirements

- **Overview of ATIP 2019-20 success, and 2020-21 TBS COVID & ops realities**
- **C-58 Proactive Publication lessons learned, opportunities for realignment**
- **TBS ATIP Office government wide leadership role**
- **IT support for TBS ATIP Office on OCIO Government wide Open gov and Digital priorities**
- **Next Steps**

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## Challenges March 13- June realities

BCP – not critical service

Status / compliance impact

## Current realities, existing challenges

Access to records both secret and PB

New business:

- motion for production of records all ATIP management work is at a halt – no issues working the 18 hour days – but then the catch up with 2 weeks x 4 FTE = 1 month lost of productivity
- Other?

Migration to 365: not compatible with existing ATIP software 1 FTE lost of productivity over 3 months period.

Moving forward:



# Proactive Publication releases over last 18 months

## New proactive publication requirements

### Proactive Publication over last 18 months

(AR + march-September) Titles and tracking numbers of briefing notes prepared for **Ministers and deputy heads**

(Within **30 days** after the month of receipt by a Minister's or Deputy Minister's office)

Xx Briefing package for Parliamentary Committee appearances prepared for **Ministers, deputy heads or equivalent**

(Within **120 days** after appearance)

(2) Briefing packages prepared by the institution for new or incoming **Ministers and deputy heads**

(Within **120 days** of appointment)

Xx Question Period notes in use on the last sitting day in June and December

(Within **30 calendar days** after the last sitting day, or no later than July 3/January 31, if the house is not sitting in June or December)

(Xx) Reports tabled in Parliament pursuant to a statutory requirement

(Within **30 days** after tabling)

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(SCMA privacy review)

(Within **30 calendar days** after the end of the month in which expenses are reimbursed)

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(Within **30 days** after the end of the quarter for Q1-3, and within 60 days after the end of Q4)

#### **CSS: G&Cs (over \$25,000)**

(Within **30 calendar days** after the end of the quarter in which an agreement or arrangement is entered into, or amended)

#### **HRD: Reclassification of Positions**

(Within **30 calendar days** after the end of the quarter in which there is a reclassification)

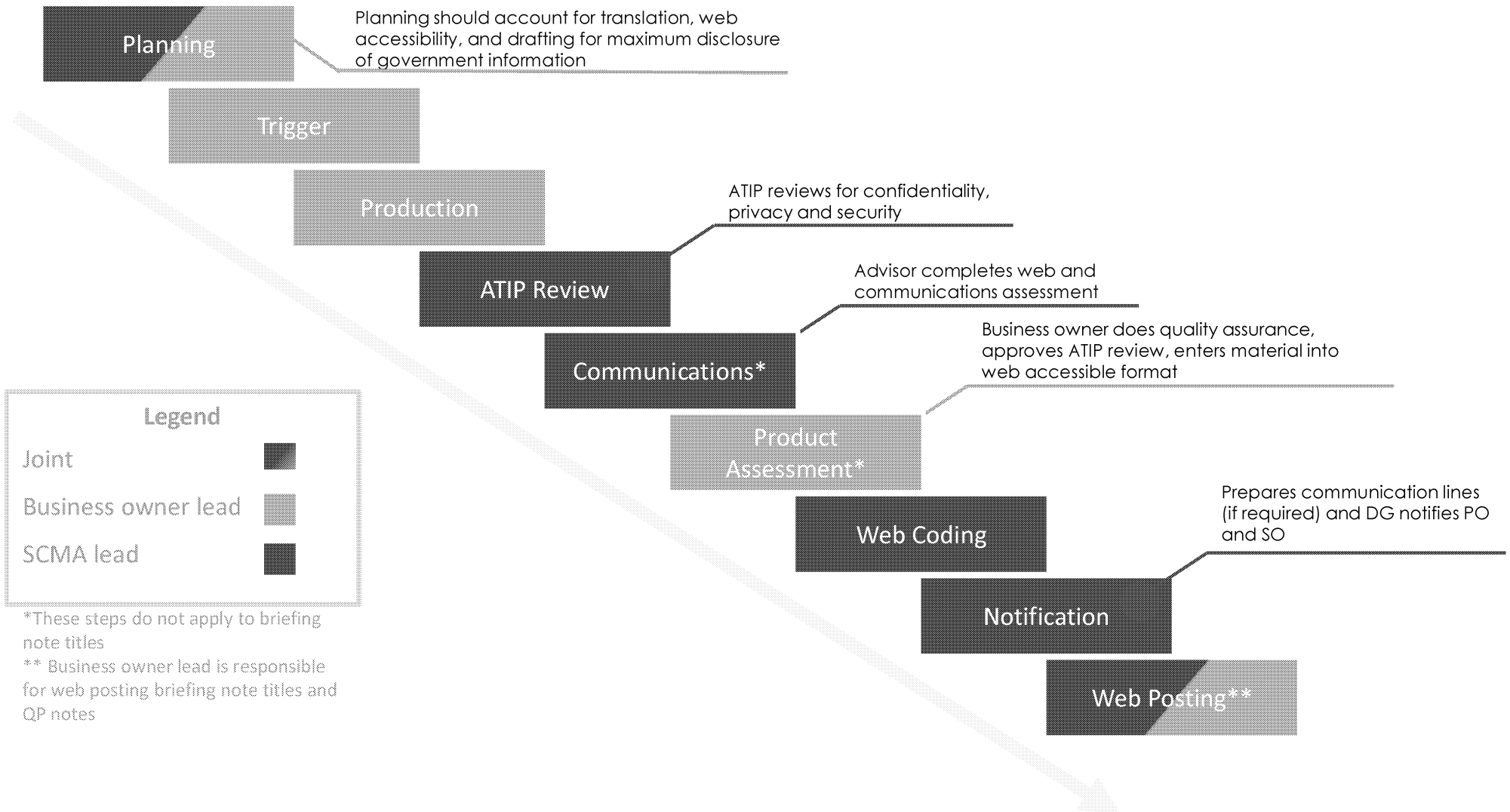
#### **CSS: Minister Office Expenses**

(SCMA privacy review)

(Within **120 days** after the end of the fiscal year)

# Steps in the Proactive Publication Process

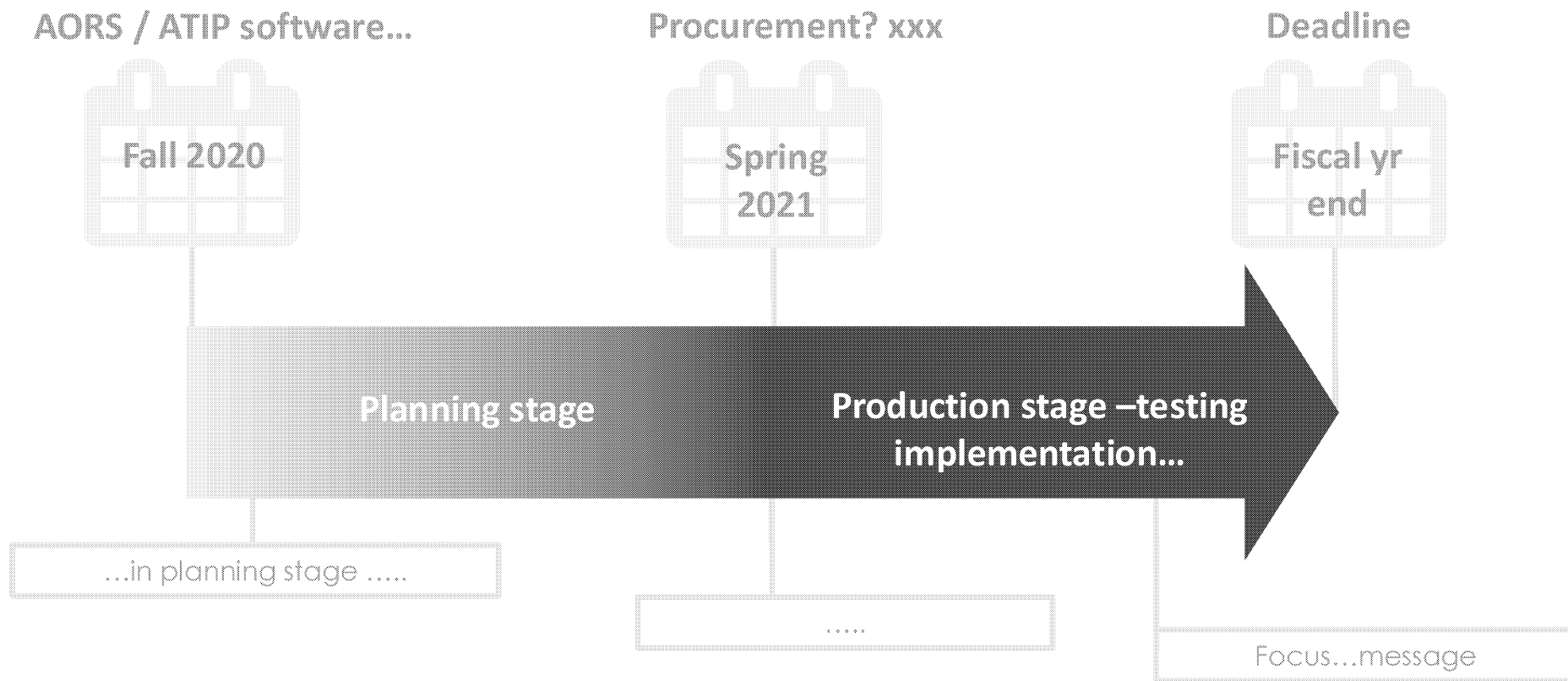
Process will vary slightly by the product being published but generally, the following steps apply



Each business owner will ultimately be responsible for meeting proactive publication timelines and managing the related processes with leadership and support from SCMA

# IT solutions & joint efforts to address Gov wide initiatives

**AORS updates, RFI, RFP application solution, testing, implementation, C&As PIAs...**



**... not to mention our own ATIP Office migration to GCSI and Cloud**

# Use slide for IT solutions?: Roles and Responsibilities

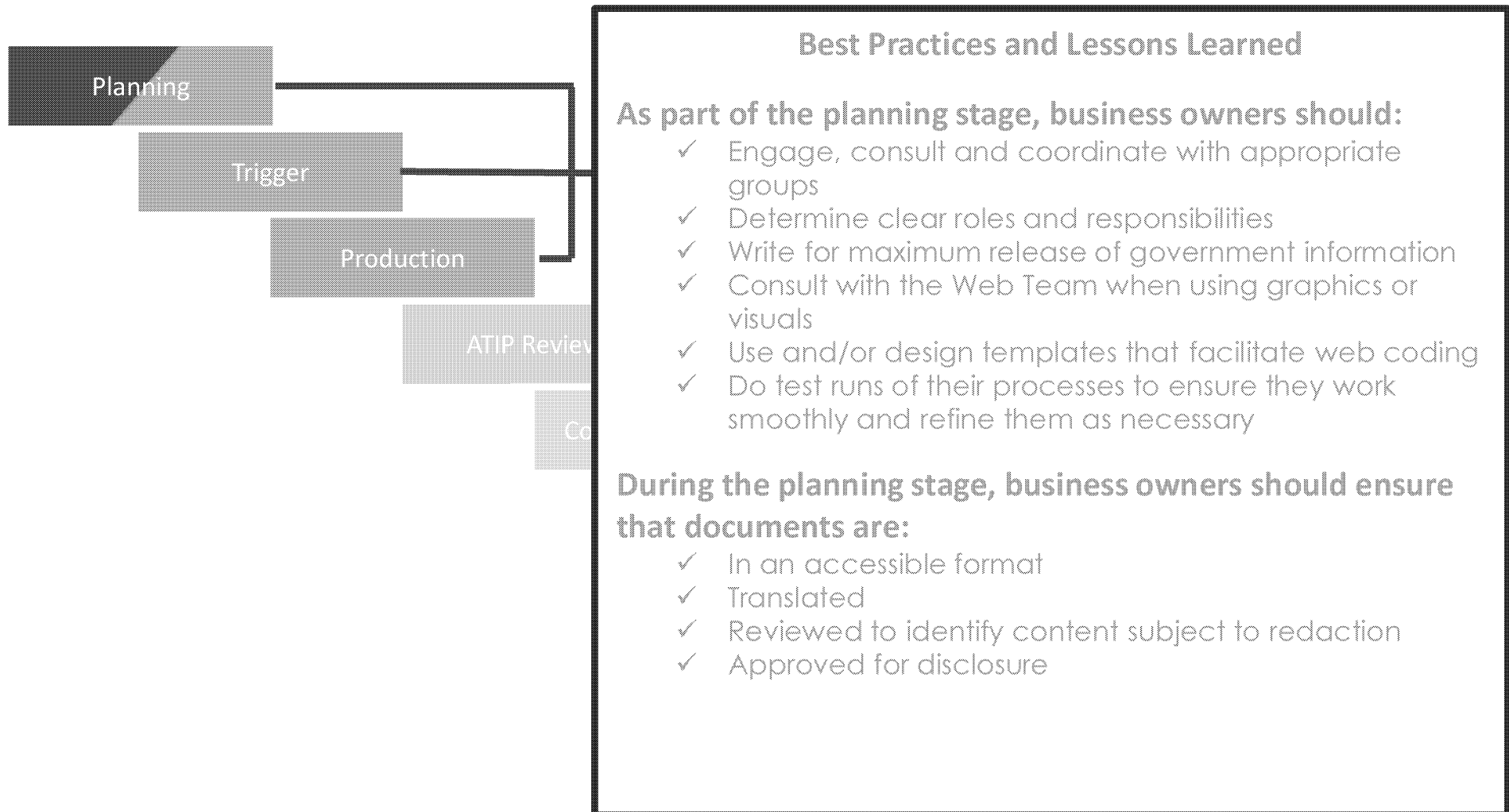
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Proactive Publication Requirement	Existing/Underway	To-Do
Titles and tracking numbers of briefing notes prepared for Ministers and deputy heads	<ul style="list-style-type: none"> <li>✓ SCMA responsible for this on behalf of President and Secretary</li> <li>✓ Launch of pilot planned for May 2019 for this requirement for all deputy heads</li> </ul>	<ul style="list-style-type: none"> <li>☐ <b>Responsible leads need to be identified and internal processes for other TBS deputy heads (CIO, CHRO, CG, DM-PSA) need to be established and tested</b></li> </ul>
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**... there are some that still need to be tested by business owners**

# Best Practices and Lessons Learned – update slide

**Applying the lessons learned from the pilot will be key to future success**



**Business owners, with support and leadership from SCMA, will need to apply these best practices to meet the legislated proactive publication timelines**

## Next Steps draft and formatting...

- ✓ ATIP Ops has gone digital – blitz training given September October and supporting self help documents shared with all OPIs / SLOs
  - ✓ need SM support: ATIP back to business... need records IM – message classify docs according to IM... other key messages...
- ✓ C-58: business mapping processes are in place, 100% success rate pass 18 months
  - ✓ appetite for SCMA to continue the coordination role?
- ✓ TBS ATIP continue to play key leadership role across gov and arms length institutions reporting to Min DG and Pres (CSPS, SSC).
  - ✓ IT continued **dedicated** support for Gov wide and TBS ATIP solutions
  - ✓ Privacy, ATIP Ops and C-58 implementation operational sounding board for OGDs

# Support and Tools

**There are several ways that business owners will be supported in applying best practices and managing their new accountabilities if Bill C-58 receives Royal Assent**

- ✓ SCMA is creating a small team to provide leadership and support for TBS' implementation of Bill C-58 over the next 12-18 months
  - Danielle Golden is the lead for this new team and the key contact for questions related to the implementation of Bill C-58
  - Bilateral meetings will be set up in the next few weeks with Deputy Heads and their Chiefs of Staff
- ✓ The Bill C-58 working group will also continue to meet and pass on key information
- ✓ Lastly, there are several internal and external tools available to support your preparation for Bill C-58 including guidance documents, process map and checklists
  - Internal tools are distributed by email and are available in GCDocs
  - External tools are available on a GCTools page <http://www.gcpedia.gc.ca/wiki/ATI/PP>

**SCMA and OCIO will continue to update these tools on an ongoing basis and will assist as you prepare for proactive publication**

# Annex: Best Practices // takeaways maybe?

## ACCESSIBILITY



Write to facilitate coding and consult the web team on use of graphics, diagrams and tables (use templates)

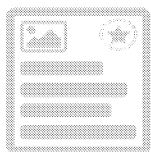
## TRANSLATION

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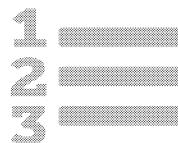
Allow sufficient time for translation of materials

## DESIGN



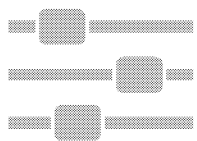
Design and draft products with the end state (web posting) in mind

## PLANNING



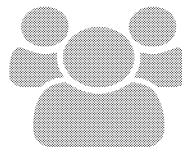
Draft products for maximum disclosure of government information

## COMPATIBILITY



Develop business processes that ensure that different IT systems and software used are compatible

## ACCOUNTABILITY



Determine clear roles and responsibilities

## COORDINATION



Bring together all the key players right from the beginning

## FLEXIBILITY



Implement process for production and post-production that is responsive and adaptable





Treasury Board of Canada  
Secretariat

Secrétariat du Conseil du Trésor  
du Canada

Canada

# Update on Implementation of Bill C-58 at TBS

Readiness for Proactive Publication

May 15, 2019

# Purpose and outline

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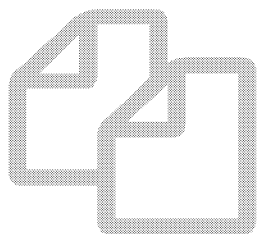
## **PURPOSE**

To provide an update on TBS' implementation approach to Bill C-58's proactive publication requirements

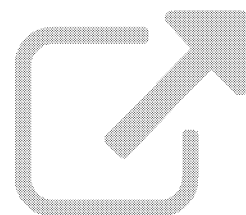
- **Background and Overview of Bill C-58**
- **Proactive Publication Process**
- **Briefing Binder Pilot and Lessons Learned**
- **Support and Tools**
- **Next Steps**

# Background on Bill C-58

**Bill C-58: an act to amend the Access to Information Act and Privacy Act was introduced in response to the mandate letter commitments of the President of the Treasury Board, Minister of Justice, and Minister of Democratic Institutions**



Provide the Information Commissioner with order-making power and other improvements to the request-based system



Legislate proactive publication and make key information available without the need for a request



Ensure a review of the Act every five-years, with a first review starting within one year of Royal Assent

**Bill C-58 was introduced in June 2017. [Third Reading in the Senate began on May 1, 2019]**

# Overview of Bill C-58

## Establishes two parts to the *Access to Information Act*:

### Part 1

#### Request based system

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- ✓ Provide the Information Commissioner with order-making power, including ordering the release of records
- ✓ Allow government institutions to seek the Information Commissioner's approval to decline to act on requests that are vexatious or made in bad faith
- ✓ Facilitate the sharing of access to information and personal information request processing services between institutions within the same Ministerial portfolio

### Part 2

#### Proactive Publication

*Making key information available to all Canadians without the need for an access to information request*

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- ✓ Ministers' Offices
- ✓ Senators
- ✓ Members of Parliament
- ✓ Administrative institutions that support Parliament
- ✓ Administrative institutions that support the courts
- ✓ Government institutions including Crown corporations

**Most elements of the bill would come into effect immediately upon Royal Assent**

# Legislated Proactive Publication Requirements

**New proactive publication requirements may require new businesses processes within institutions.  
Timelines for some existing proactive publication requirements will change**

## Proactive Publication Requirements

Titles and tracking numbers of briefing notes prepared for **Ministers and deputy heads**

(Within **30 days** after the month of receipt by a Minister's or Deputy Minister's office)

Briefing package for Parliamentary Committee appearances prepared for **Ministers, deputy heads or equivalent**

(Within **120 days** after appearance)

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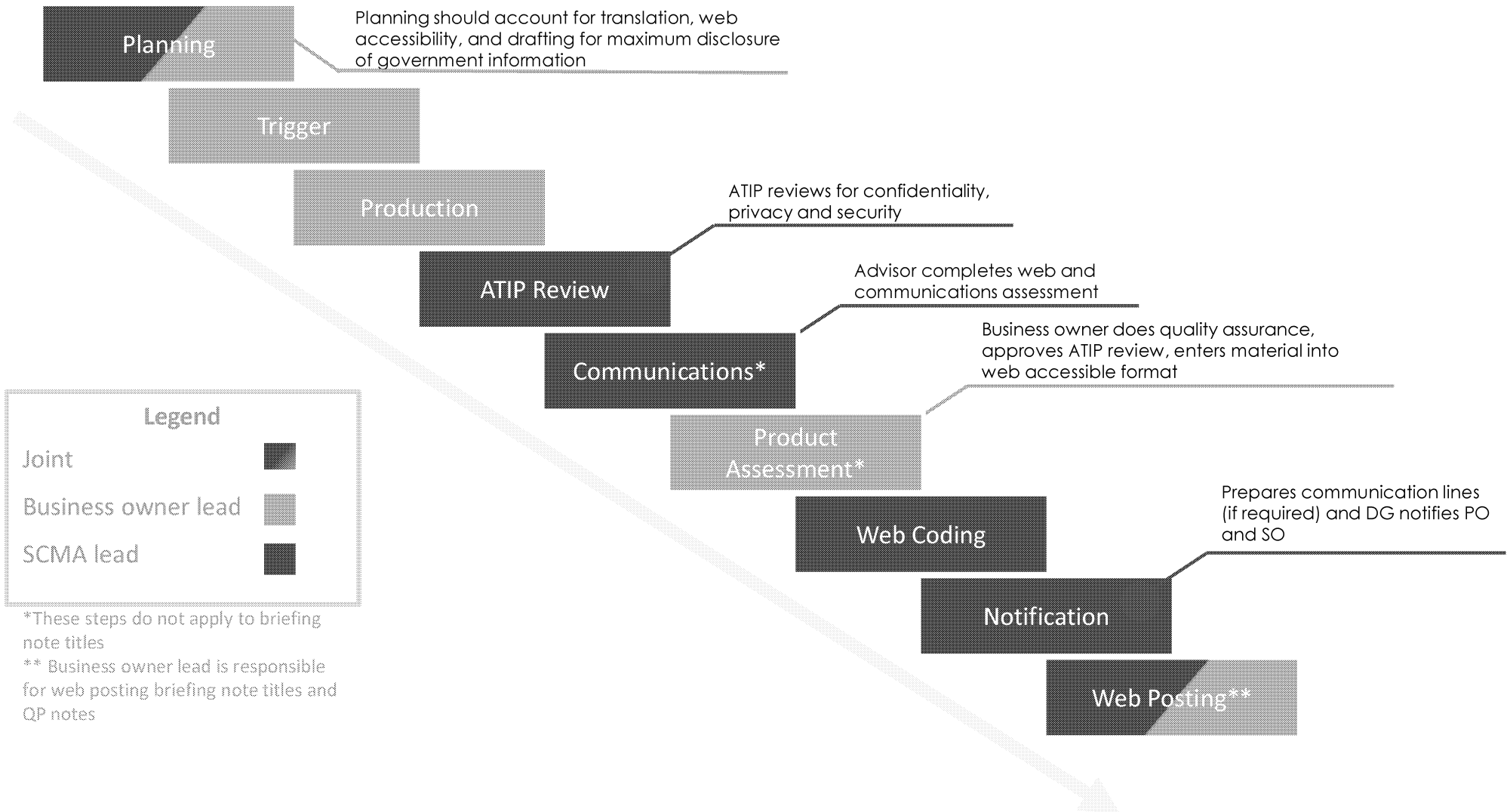
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# Steps in the Proactive Publication Process

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# Roles and Responsibilities

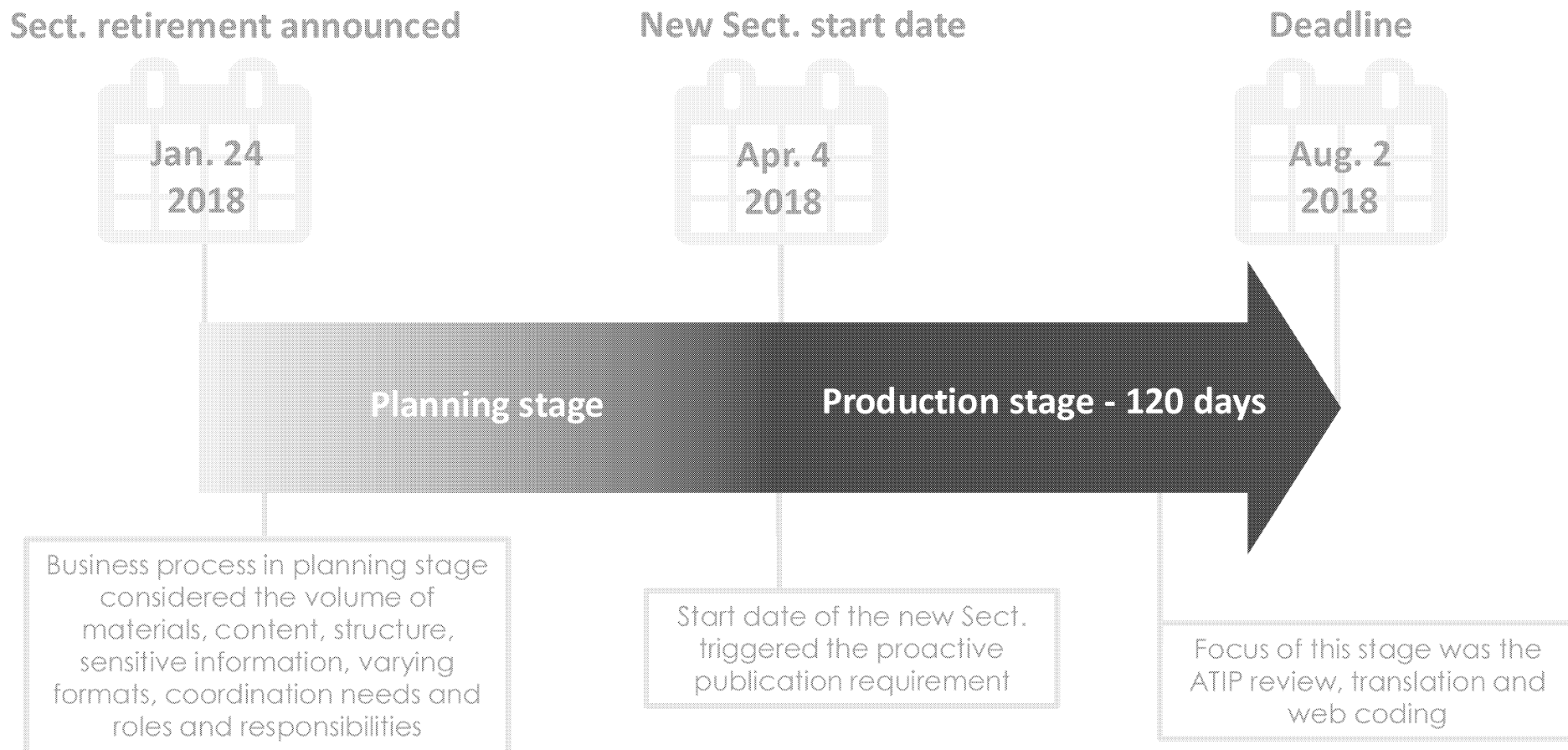
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**... there are some that still need to be tested by business owners**

# Briefing Binder for New Secretary - Pilot

**Immediately following announcement of the previous Secretary's retirement, work began to prepare the briefing binder with proactive publication in mind, however...**

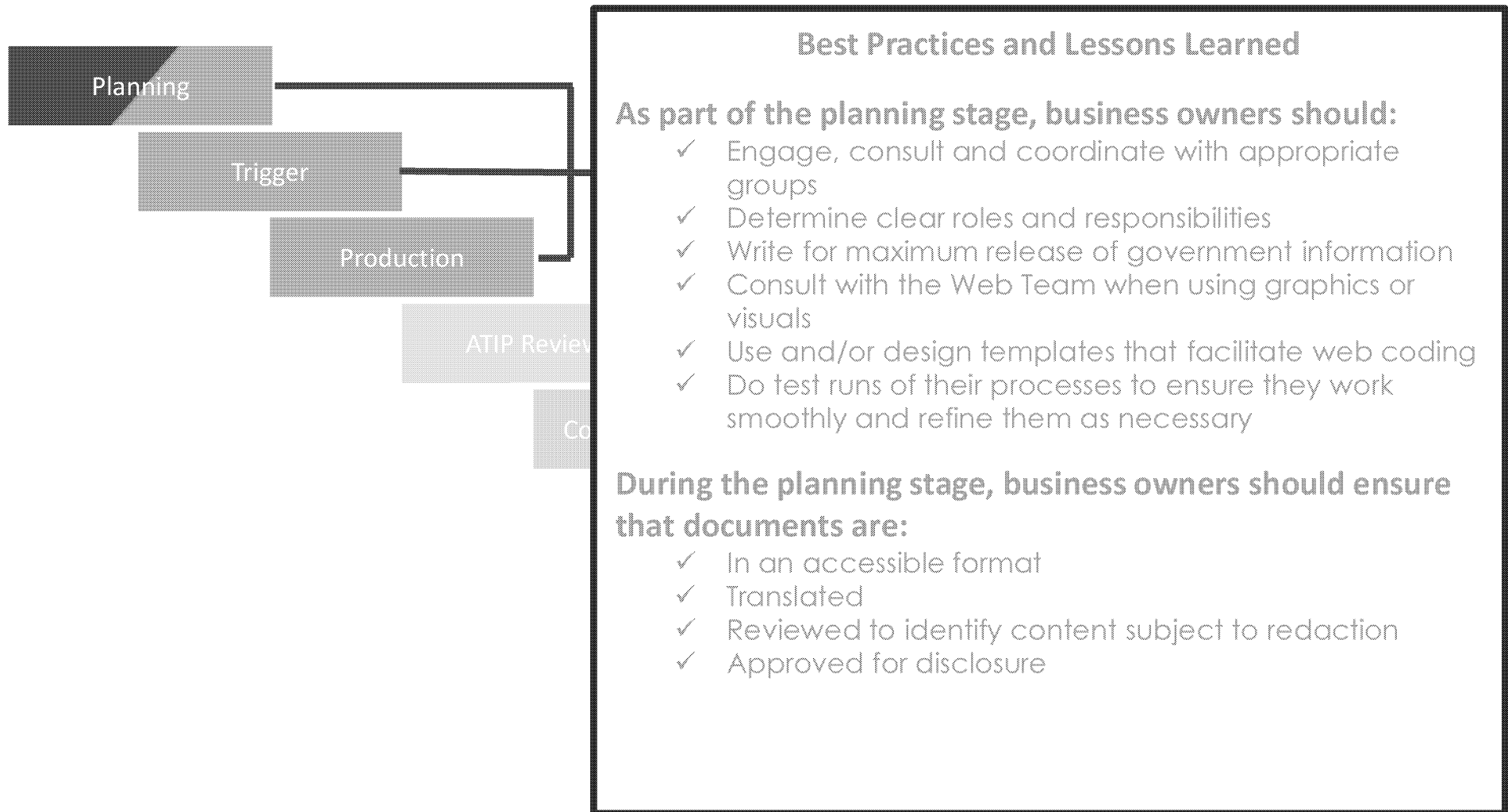


**... it became clear early in the production stage that it would be challenging to meet the 120 day deadline**



# Best Practices and Lessons Learned

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## Next Steps

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- ✓ The Bill C-58 Implementation Team will schedule meetings with Deputy Heads and Chiefs of Staff
- ✓ The Bill C-58 Working Group will continue to meet regularly and online tools will continue to be updated and developed as needed
- ✓ Sectors (content owners) should ensure they have processes in place.

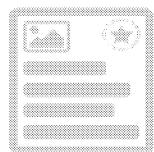
# Annex: Best Practices

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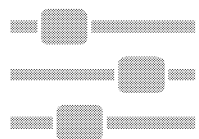
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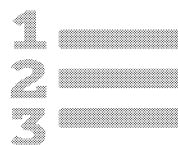
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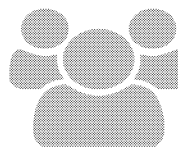
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