

Update

Ministry

Arts, Culture and Status of Women

Describe: Basic Job Details

Position

Position ID

Position Name (30 characters)

Manager, Government Records

Current Class

Job Focus

Supervisory Level

Agency (ministry) code

Cost Centre

Program Code: (enter if required)

Employee

Employee Name (or Vacant)

Organizational Structure

Division, Branch/Unit

☒ Current organizational chart attached?

Supervisor's Position ID

Supervisor's Position Name (30 characters)

Supervisor's Current Class

Design: Identify Job Duties and Value

Changes Since Last Reviewed

Date yyyy-mm-dd

Responsibilities Added:

Responsibilities Removed:

Job Purpose and Organizational Context

Why the job exists:

The Provincial Archives of Alberta (Provincial Archives) is the primary repository for textual, audiovisual, photographic, and other archival records, acquired from both the Government of Alberta (GOA) and private individuals and organizations.

Reporting to the Director of the Collections Management section and working as part of the PAA team, this position is accountable for managing the Provincial Archives' mandated responsibilities of acquiring, preserving and providing access to government records of enduring value. It is responsible for providing leadership and direction to a skilled team of professional and technical staff (three archivists and three archival technicians, plus other contracted and volunteer human resources on a regular basis) and ensuring that legislative, regulatory, operational and archival requirements are met.

The position contributes to section and branch planning and ensures that: the acquisition and preservation of, and access to, government records is effective and efficient; programs are proficiently managed; established outcomes are delivered; program activities are monitored, evaluated and reported on to ensure that work is completed; collaborative relationships with internal and external stakeholders, such as volunteers, information professionals within the Government of Alberta (GoA) and the PAA's client base are developed and maintained; and legislation, regulation, policies and procedures are consistently managed and applied.

Responsibilities

Job outcomes (4-6 core results), and for each outcome, 4-6 corresponding activities:

1) Acquiring, preserving, and ensuring access to records of enduring value to ensure that the Provincial Archives of Alberta's mandated responsibility and the Ministry's outcome of "diverse cultural opportunities to enhance Albertans' quality of life" is achieved by:

- Ensuring government records of enduring value are acquired, preserved and accessed in accordance with relevant legislation, regulations, policies, and directives and that policies and processes are developed, implemented and evaluated to support the effective and efficient acquisition and preservation of records;
- Providing advice to senior management and government departments about the acquisition, preservation and access of records of enduring value;
- Providing guidance and overseeing the development of archival appraisals, which determine whether or not the Provincial Archives is the appropriate repository for these records;
- Determining preservation priorities and overseeing the archival processing (preventive preservation) of PAA-held archival records, resulting in their availability for access by a diverse clientele;
- Ensuring that access to records is provided within the parameters of legislation, such as the Government Organization Act with its Records Management Regulation, Vital Statistics Act, and Freedom of Information and Protection of Privacy Act (FOIP Act), as well as the federal Copyright Act.

2) Providing leadership and human resource management to program staff to ensure a positive and safe work environment by:

- Overseeing the recruitment of program staff;
- Establishing and communicating goals and setting priorities for program staff and their work that supports the branch's operational plan;
- Ensuring that the strategic direction of the Provincial Archives and the Collection Management Section's priorities are adhered to by program staff;
- Managing the team's performance, including the provision of feedback on results;
- Fostering a positive work environment by providing coaching and counselling for the staff to ensure the provision of professional services;
- Ensuring the health and safety of staff.

3) Providing direct project management strategies to ensure that project- and program-related activities are completed efficiently and effectively by:

- Directing and deciding on appropriate action required in regards to new or ongoing projects. For instance, directing the PAA's accessioning work at the Alberta Records Centre, resulting in eligible records being transferred to the PAA;
- Developing and implementing operational requirements to support project- and program-related work. For instance, participating in the development of a process for public access to historical vital statistics records and overseeing associated day to day operations;
- Providing technical advice with respect to the acquisition, description, preservation and access of archival records;
- Setting project goals and priorities and communicating regularly with program staff to ensure outcomes

are being achieved;

- Participating and contributing to cross-government and cross-section committees that support Provincial Archives' project- and program-related activities;
- Working collaboratively with stakeholders and peers to ensure that services are provided in the most efficient way possible.

4) Providing quality control and compliance to ensure that records of enduring value are acquired, preserved and accessed in accordance with legislative and operational requirements by:

- Ensuring tasks are completed in a timely and comprehensive manner and that work complies with legislative and operational requirements;
- Monitoring, evaluating and reporting on program activities, such as volunteer work, preventive preservation work, archival description production, and appraisals completion;
- Reviewing, advising on and evaluating descriptive work submitted to ensure adherence to the Canadian national standard for archival records description, the *Rules for Archival Description*.

Problem Solving

Typical problems solved:

The Manager, Government Records position requires the incumbent to use analytical thinking to assess situations and recommend possible solutions. In order to acquire, preserve and provide access to records of enduring value, the incumbent may need to:

- Balance competing interests and expectations of stakeholders and clients that may not always align with legislation or operational requirements (e.g., a client may want access to a record that may not be released because of the Vital Statistics Act and the incumbent would need to resolve this issue with the client, or a ministry may want to transfer records that are not yet eligible for transfer);
- Ensure the acquisition, preservation and access to records is compliant with legislation, regulation, policy and operational requirements (e.g., confirms that records are released in accordance with legislation such as the FOIP Act or Vital Statistics Act);
- Build and enhance a team environment by promoting staff participation and satisfaction;
- Demonstrate excellent professional judgment and diplomacy to resolve challenging situations with other information professionals, stakeholders or clients. This may include negotiating a complex donation or transfer of records;
- Develop and improve approaches and techniques in acquiring, preserving and providing access to records. This may include developing change management strategies in regards to vital statistics or other records when additional records are acquired and/or access changes;
- Identify alternative courses of actions to ensure the implementation of business goals and programs (e.g., working with ministries to transfer records where the disposition has changed and the records have litigation holds).

Types of guidance available for problem solving:

When required, senior management guidance is sought for effective problem solving. More often, incumbent will need to make critical decisions without being able to seek advice.

Direct or indirect impacts of decisions:

Direct impacts: this position has been delegated authority and responsibility to make the business decisions necessary for the successful management of the Government Records program. Decisions made by this position impact team members, other information management staff in the GoA, stakeholders, volunteers and clients as well as the acquisition, preservation and accessibility of records.

Key Relationships

Major stakeholders and purpose of interactions:

Internal Relationships:

- Director, Collections Management (Direct Supervisor): Regularly and ongoing, collaborate on development of plans, reports, strategies, policies, guidelines, standards, and services; discuss complex and contentious decisions and recommendations, particularly of a precedent setting nature; seek or

provide recommendations and advice.

- Branch Management Team: Regularly and ongoing, provide input.
- Professional, technical and administrative staff at the Provincial Archives: Regularly and ongoing, provide guidance regarding government records and seek or provide input.
- Team members: Regularly and ongoing, provide leadership, coaching, mentoring, guidance, direction and advice.
- Branch Committees: Quarterly or ongoing dependent on meetings, provide input, guidance and direction.

External Relationships:

- Information Management colleagues (e.g., directors, managers and analysts): On an ongoing basis, liaise regularly with GoA information management staff to resolve complex records transfer issues or to establish a course of action regarding information management issues and processes; participate in inter-departmental working groups when required or ensure that team members participating in inter-departmental working groups are contributing and ensuring GoA standards.
- Government staff: On an ongoing basis, provide information related to transferred records to government staff.
- Provincial Archives of Alberta's clients and donors (e.g., genealogists, academics): On an ongoing basis, provide information related to records of enduring value to the public clients.
- Volunteers: On an ongoing basis, provide direction, guidance and advice regarding the preventive preservation of records.
- Colleagues (archivists and information management professionals): On occasion, provide information and network with other information professionals.

Required Education, Experience and Technical Competencies

Education Level	Focus/Major	2nd Major/Minor if applicable	Designation
Master's Degree	Other		

If other, specify:

Master of Archival Studies, Library & Information Studies or History

Job-specific experience, technical competencies, certification and/or training:

This position requires in-depth knowledge of archival and records and information management theory, trends and standards gained through the completion of a master's degree in archival studies, library and information studies, or history and 5 years of related experience as an information management professional.

This position requires comprehensive knowledge of:

- The Government of Alberta's relevant legislation and regulations, including the Historical Resources Act, Government Organization Act / Records Management Regulation, Government of Alberta's Information Management Strategy, Freedom of Information and Protection of Privacy Act, the Federal Copyright Act and Occupational Health and Safety legislation;
- Government structure, functions and accountabilities;
- Government-wide, department and divisional goals and objectives.

This knowledge and education is required to ensure that records of enduring value are acquired, preserved and accessed in accordance with legislated and operational requirements by:

- Translating knowledge about government structure, policy, function, goals and objectives into program delivery initiatives and projects;
- Reviewing existing legislation, regulation and accountabilities;
- Ensuring compliance with existing legislation and regulation.

This position requires in-depth knowledge of: a) archival and records and information management theory, practice, current and emerging trends, and issues; b) Canadian archival standards including the *Rules for Archival Description*; c) provincial and federal archival and heritage communities; d) primary historical research techniques; e) Canadian and Alberta history; and f) records retention and disposition scheduling and information management in the Government of Alberta. This knowledge is required to ensure archival

appraisal, acquisition, arrangement and description, preservation of digital and non-digital records, and access to records is provided in accordance with archival and records and information management practices by:

- Having knowledge of archival theory, standards and trends;
- Ensuring compliance with archival standards;
- Implementing changes, as required, to ensure procedures are followed.

This position requires knowledge of human resource management and of communication and leadership skills. This knowledge is required to develop and maintain effective working relationships with various ministries and different levels of government, colleagues, team members, clients and senior management by:

- Providing direction and support to team members;
- Coaching and mentoring team members;
- Setting priorities and allocating workload;
- Developing teams and managing performance;
- Fostering a team based approach to the management of archival information;
- Participating in cross-government initiatives.

This position requires knowledge of project, accountability and compliance management. This knowledge is required to ensure that projects relating to records of enduring value are developed and managed in accordance with deadlines and schedules by:

- Solving problems when they arise and making decisions effectively;
- Communicating with team members and applying project standards;
- Monitoring, evaluating and reporting on effectiveness of approaches and processes;
- Recommending new or improved approaches and processes to meeting changing business needs or new requirements (e.g., providing access to new records that have legislated restrictions);
- Verifying reports and documents prepared by the team;
- Periodically reviewing projects and programs to ensure compliance with legislation and operational procedures (e.g., reviewing the processes that are in place regarding access to vital statistics records);
- Recommending or providing input into the development of archival or information management procedures (e.g., providing feedback to other ministries regarding information management processes);
- Building relationships with diverse clients and stakeholder groups.

Behavioral Competencies

Pick 4-5 representative behavioral competencies and their level.

Competency	Level					Level Definition	Examples of how this level best represents the job
	A	B	C	D	E		
Develop Self and Others	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	Encourages development and integration of emerging methods: <ul style="list-style-type: none"> • Shapes group learning for team development • Employs emerging methods towards goals • Creates a shared learning environment • Works with individuals to develop personal development plans 	Coaches, mentors, plans, assigns and evaluates staff work, and ensures that the work of staff, volunteers, contractors and interns is in accordance with legislated and program requirements.

Build Collaborative Environments	○ ○ ● ○ ○	<p>Collaborates across functional areas and proactively addresses conflict:</p> <ul style="list-style-type: none"> • Encourages broad thinking on projects, and works to eliminate barriers to progress • Facilitates communication and collaboration • Anticipates and reduces conflict at the outset • Credits others and gets talent recognized • Promotes collaboration and commitment 	<ul style="list-style-type: none"> - Resolves conflict and uses negotiation, consultation and facilitation skills to resolve concerns from staff members, volunteers, clients and stakeholders. - Develops collaborative working relationships with internal and external stakeholders. This includes relationships with volunteers, clients and GoA information professionals (such as information management managers and analysts). - Recognizes others for their accomplishments and talents.
Agility	○ ○ ● ○ ○	<p>Identifies and manages required change and the associated risks:</p> <ul style="list-style-type: none"> • Identifies alternative approaches and supports others to do the same • Proactively explains impact of changes • Anticipates and mitigates emotions of others • Anticipates obstacles and stays focused on goals • Makes decisions and takes action in uncertain situations and creates a backup plan 	<p>Implements new or improved service delivery processes and monitors and evaluates the effectiveness of service delivery.</p>

Develop Networks	○ ○ ○ ● ○	<p>Makes working with a wide range of parties an imperative:</p> <ul style="list-style-type: none"> • Creates impactful relationships with the right people • Ensures needs of varying groups are represented <ul style="list-style-type: none"> • Goes beyond to meet stakeholder needs • Ensures all needs are heard and understood 	<ul style="list-style-type: none"> - Represents the Provincial Archives on cross-government information management, information technology or Archives related working groups and on departmental and interdepartmental committees. - Liaises with GoA information management professionals regarding the policies and procedures of the GoA's information management environment.
Drive for Results	○ ○ ○ ● ○	<p>Works to remove barriers to outcomes, sticking to principles:</p> <ul style="list-style-type: none"> • Forecasts and proactively addresses project challenges • Removes barriers to collaboration and achievement of outcomes • Upholds principles and confronts problems directly • Considers complex factors and aligns solutions with broader organization mission 	<p>Partners with stakeholders, clients and teams members to implement standards and provide service delivery in regards to acquisition, preservation and provision of access to records of enduring value.</p>

Benchmarks

List 1-2 potential comparable Government of Alberta: [Benchmark](#)