

Technology requirements constrain the Department's ability to act. For example, server space and retrieval of large volumes of information may be costly and time consuming.

Lack of Redesigned Processes

The records management system was introduced as a technological tool and was not accompanied by adequate business process redesign to achieve objectives.

The process of e-mail management has not kept up with adequate records management business processes. There have been reductions to the number of desk officers and staff at missions dedicated to filing. An example of a consequence resulting from the current situation is the difficulty in finding detailed information on the history of Canada's involvement in certain international organizations. Another indication of the strain caused by a lack of adequate records and knowledge management processes is the difficulty in complying with ATIP request requirements.

Lack of Information Management Framework

The organization lacks a collective information management practice that takes into account the broadened definition of documentation (email, letters, files, notebooks). Documented standards for records management are not in place, indicating that records management is not perceived as a Departmental priority.

Managers and individuals are not aware of their obligations and responsibilities with respect to records and knowledge management. There is a greater proliferation of documentation, coupled with less clarity on what to keep on file. Training has not been given in a timely fashion to help staff adapt to the new reality of electronic files. Ownership of older files is unclear, many documents are being destroyed, and some important ones may be destroyed due to the lack of proper management of the documents over time. Staff do not know where or how to archive paper-based information properly.

There is no defined method for sharing or transferring information to the Provinces and to other government departments. As well, information transfer methods to the regions are not uniform.