

This Treasury Board Report confirmed a number of the Committee's concerns. All Coordinators "agreed that *the coordination role needed strong senior management support* through direct access to the deputy minister or a senior assistant deputy minister." This could be accomplished either by attaching the Access to Information and Privacy (ATIP) office to, or having it report through, that of the deputy minister or assistant deputy minister, or by designating a senior official with direct access to those officials as Coordinator. Coordinators felt a need for continuing senior management involvement and support to ensure that program managers effectively responded to ATIP demands. They also needed direct access to senior program officials to expedite requests and ensure sensitivity to ATIP legal and policy requirements. In addition, the accountability of senior program officials for direction on the handling of ATIP requests needed to be established.

The 1986 Treasury Board Report also noted the Coordinators' belief that the Treasury Board should update its requirement statement concerning the role of Coordinators, especially in such areas as information collection policy, information inventories, privacy protection, and security issues. The Coordinators were also concerned that senior management in government institutions did not fully appreciate the expanding scope of the ATIP Coordination role:

In general, coordinators felt that there is a need for senior government officials to come to grips with the reality of Access and Privacy legislation, and to recognize that this represents a fundamental change in the conduct of public affairs affecting all stages in the treatment of government information, from creation to disposal, with implications well beyond the administrative processing of requests.²⁴

The Treasury Board Report also addressed issues concerning the level, classification of staff, and training of administrative support staff in ATIP units. Finally, some Coordinators wanted the Treasury Board and the Department of Justice to become more active in central coordination and policy leadership on issues with government-wide implications.

The Committee makes the following recommendations to secure and enhance the critically-important roles of Access and Privacy Coordinators.

Recommendations:

- 2.14 The Committee recommends that the status and role of Access and Privacy Coordinators be given explicit recognition in section 73 of the *Access to Information Act* and section 73 of the *Privacy Act*, since they are the prime movers for implementation of the legislation within government institutions.**
- 2.15 The Committee recommends, in light of the Treasury Board's 1986 consultation with Access and Privacy Coordinators, that the Treasury Board directly address the problem of ensuring that Coordinators, who should be senior level officials wherever possible, have direct reporting and working relationships with senior management and senior program officials of government institutions in order to ensure necessary support for, and understanding of, their complicated, demanding, and expanding tasks in information management. The Treasury Board should also update its requirement statement concerning the role of Coordinators, especially in such areas as information collection policy, information inventories, privacy protection, and security issues.**
- 2.16 The Committee recommends that the Treasury Board organize standard, formal training for Access and Privacy Coordinators, perhaps using automated training modules, audiovisuals, and films.**
- 2.17 The Committee further recommends that the Treasury Board and the Department of Justice become more active in central coordination and policy leadership on issues with government-wide implications for Access and Privacy legislation.**