



# *Digitization Programs and Organizational Change*

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*Managing the Intangible NARA Annual Preservation Conference*

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Library and Archives  
Canada

Bibliothèque et Archives  
Canada

Canada





*Crossing the  
Bridge as you're  
building it*





*Today, Digitization will be discussed in relation to :*



***What is Library and Archives Canada?***

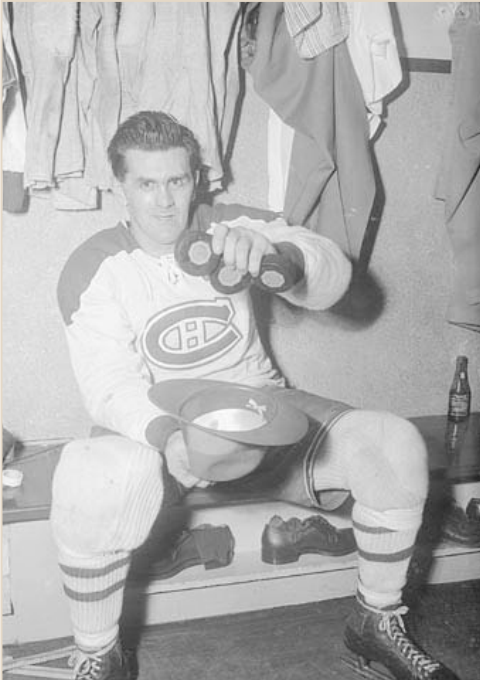
***Organization and Digitization***

***What does it mean for an organization?***

***Conclusions/observations***



## *Library and Archives Canada: a Single Institution*



***A unique and modern knowledge institution  
combining the functions of a national***

***✓ Archives***

***✓ Library***

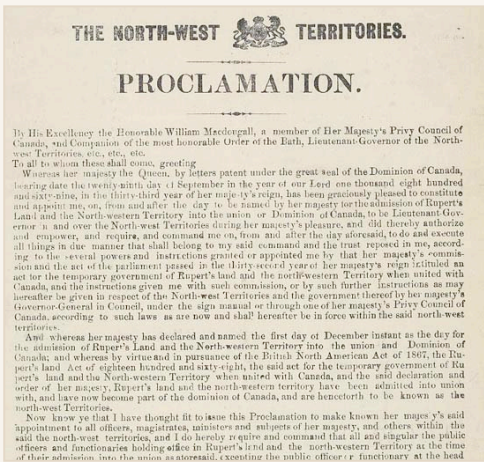
***✓ Museum (Portrait Gallery of Canada)***

***✓ Created in June 2004***



# A Single Institution

## A New Mandate...



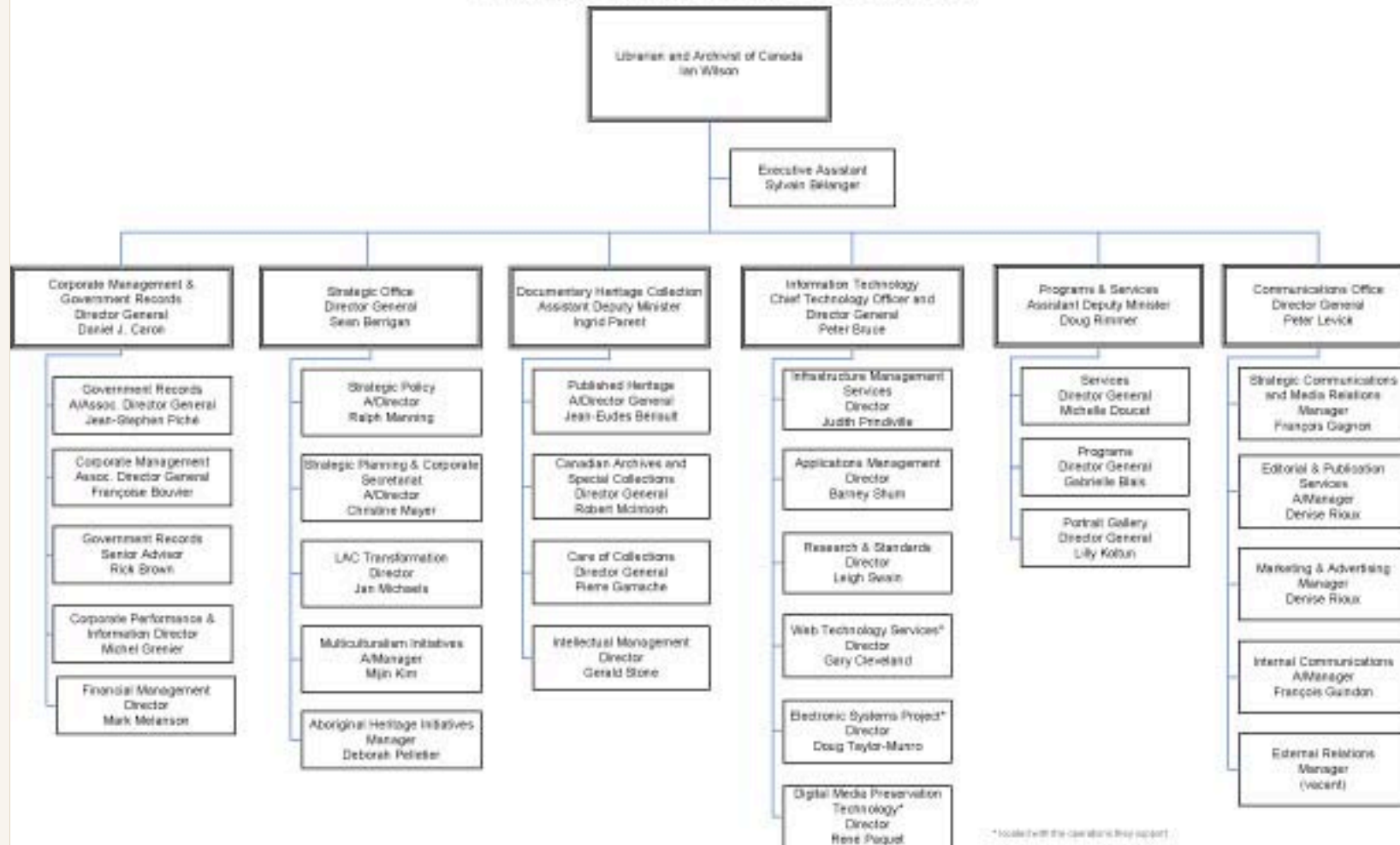
- ✓ **To preserve the documentary heritage of Canada for present and future generations**
- ✓ **To serve as a source of enduring knowledge accessible to all, contributing to the cultural, social and economic advancement of Canada as a free and democratic society**
- ✓ **To facilitate cooperation among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



# LAC: Organizational Chart

## Library and Archives Canada

October 26, 2006





# *Library and Archives Canada*

## *Organizational Areas and the Digital Agenda*

### ***Documentary Heritage Collection Sector:***

***Acquisition – Description – Care functions for the collection.***

***Includes responsibilities for:***

- ✓ The Digital Repository Services Office***
- ✓ Acquisition and description of digital assets***
- ✓ Digitization under Care of Collection branch***

### ***Programs and Services Sector.***

***Includes responsibilities for:***

- ✓ Virtual programs and exhibitions***
- ✓ Interpretation component of digitization***



# *Library and Archives Canada*

## *Organizational Areas and the Digital Agenda*

### ***Information Technology Branch:***

***Includes responsibilities to:***

- ✓ Provide systems development and support***
- ✓ Provide storage of digitized items***

### ***Strategic Office:***

***Includes responsibilities for:***

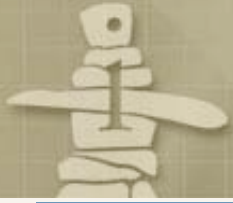
- ✓ High level policy***
- ✓ Collaborative arrangements with external stakeholders***

### ***Government Records Branch:***

***Includes responsibilities to:***

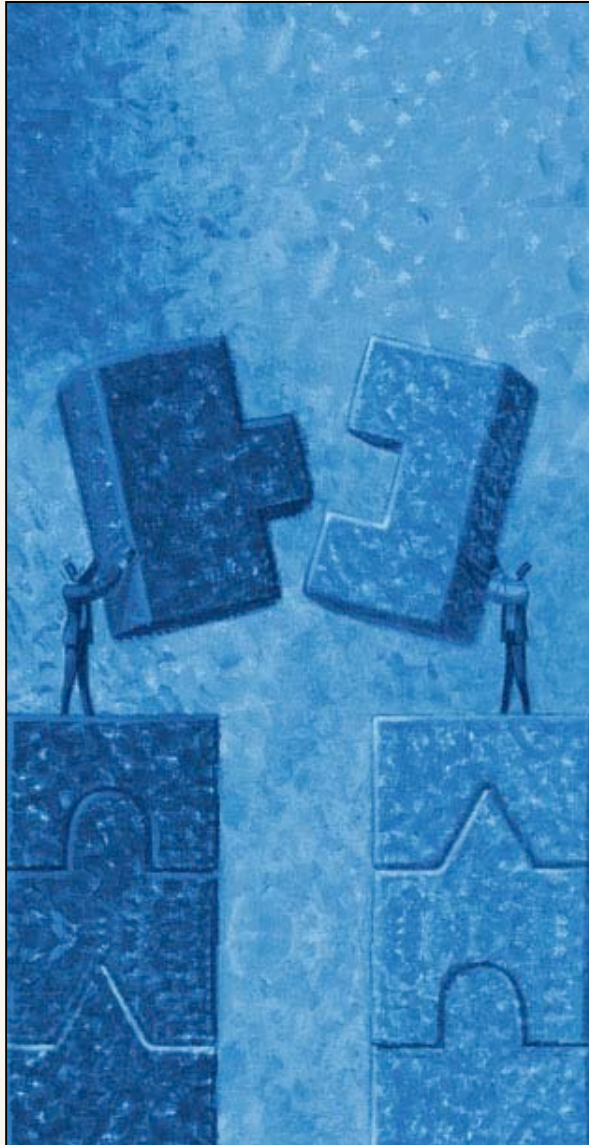
- ✓ Facilitate the management of information in the Canadian Federal institutions***
- ✓ Intake government e- records***





# *Digital at LAC*

## *High Level Strategic Directions*



***“Digital Mainstream” as a driver in LAC Directions for Change, 2003***

***“LAC must consciously, proactively seek to understand the impact of digital and adapt itself to the new reality.”***

***As a Strategic Choice, 2006:***

***“LAC will adjust all aspects of its activities to adapt to the needs and benefit from the opportunities of the digital information environment”***



## *LAC Strategic Decisions and Practices*

***LAC strives to become a Trusted Digital Repository (TDR)***

***LAC is committed to the digitization of its holdings: over 3 million images digitized in 2006/07***

***LAC sees the need for mass digitization, to provide access to collections, as well as for interpretive projects in a thematic approach***

***Digitized holdings to be managed as part of LAC Digital Collection, including technical and descriptive metadata***

***LAC has worked, and will continue to work with partners on its digitization projects.***

***LAC to lead, and be part of a national effort in digitization***



*Library and Archives  
Canada:  
Organization and  
Digitization*







## Digitization at LAC



***Digitization is innovation, continuing innovation***

***Building the bridge as you're crossing it***

- ✓ ***Stable, sustainable solutions have not been found for the preservation of all digitized assets***
- ✓ ***Technology will continue to change***
- ✓ ***Users' expectations will continue to change***

***So what about this innovation at LAC?***



## *LAC Digitization Efforts were first*

***The product of an innovative and pioneering spirit with fairly broad latitude left to teams and individuals***

***Resulting in great successes, but also in projects not well coordinated or communicated internally or externally***

***« Adhocracy » : a model not sustainable over the long term in a structured organization***



# *Innovation and Organizations*

## ***About the Innovative Organization***

***« I will admit that this is the organizational beast I love the most. Not to live there, mind you, but at least to observe it from a safe distance... »***

***Henry Mintzberg***

***Mintzberg on Management : Inside Our Strange World of Organizations***

***1989***





# *Library and Archives Canada*

## *Innovation within the Organization*

***How do you integrate and foster innovation, namely digitization, in a function based organization?***

- ✓ Horizontal initiatives***
- ✓ Governance Structure***
- ✓ Policies***
- ✓ Links with external stakeholders***



## *Horizontal Initiatives*

### ***Digital Collection Catalytic Initiative***

***Created in 2004 to streamline and enhance the acquisition, management, preservation and accessibility of Canada's digital documentary heritage.***

***Worked across the organization and oversaw projects such as:***

- ✓ Mapping requirements for the Open Archival Information System (OAIS) reference model***
- ✓ Evaluating standards in digitization: e.g. JPEG 2000***
- ✓ Evaluating metadata models***

***Now has become the **Digital Repository Services Office**, reporting to the Documentary Heritage Sector to manage and plan the Trusted Digital Repository suite of projects and financial resources***



## Governance Structure

### **Digital Information Steering Committee (DISC):**

***The digital strategy and information governance body for major digital initiatives at LAC***

***« To ensure that a coherent and consistent corporate wide process is in place to address digital issues and guide all key business decisions in that area. »***

***DISC has in turn created the following working groups:***





# *Governance Structure*

## *DISC Working Groups*

***The Digitization Working Group***

***The Digital Preservation Policy Working Group***

***The Digital Standards Working Group***

***Government E-Records Working Group***

***Digital Access Working Group***



## *Policy Work*

***Digital Preservation Policy to be developed by fall 2007***

***Policy will cover both born digital and digitized assets***

***Policy can only be developed based on assumptions, such as LAC to become a Trusted Digital Repository***

***Need for transition periods, of various lengths depending on media and capacity***

***Impacts on broader policies: preservation policy, access***



## *Standards in Digitization*

***Digitization done to « preservation » standards, i.e. not only for access***

***Standards change or are being developed: e.g. JPEG 2000***

***Metadata: currently uneven and at times developed internally***

***LAC has reviewed and will adopt and/or adapt standards such as PREMIS  
and METS***

***Need to adopt and communicate standards***



## *Relationship with Stakeholders*

### *National Dimension*

***LAC leads in elaborating a national strategy in consultation with Canadian stakeholders through the :***

#### ***Canadian Digital Information Strategy (CDIS)***

***Launched in 2005 around 3 pillars:***

- ✓ Creating Digital Information***
- ✓ Preserving and protecting digital information***
- ✓ Accessing, sharing, and using digital information***

***Strategy to be developed by fall 2007***





## *Relationship with Stakeholders*

### *Other Elements*

***LAC also takes part in the AlouetteCanada initiative:***

***To create, disseminate, preserve the knowledge base of Canada in digital form***

***LAC continues to explore collaborative agreements with external partners, both private and public***

***Digitization has made LAC more visible, and constitutes a quantum leap in access to collection by Canadians***

***Becoming a Trusted Digital Repository:***

***As a public statement to stakeholders: to become a hub in a network of partners e.g. provincial archives, academic libraries***



## *Library and Archives Canada* *Innovation within the Organization*

***How do you integrate and foster innovation, namely digitization, in a function based organization?:***

***✓ By digitizing!***



*Library and Archives  
Canada:  
Digitization: what does  
it mean for an  
Organization?*





# What does it mean to an Organization?

## Impact on Resources



### **Competencies:**

**Managerial:** to attract, build, and maintain capacity to manage horizontally within and outside the organization

**Technical:** to keep pioneers engaged, to attract, build, and maintain the new technical competencies

**Demographics:** succession planning

**Capital and maintenance plan:** keeping up with demand and technology





# *What does it mean to an Organization?*

## *Impact on Work Models, pt. 1*

### ***What happens to your traditional services?***

- ✓ ***Circulation of collection***
- ✓ ***Reference services***
- ✓ ***Copying for clients: digitization on demand? Systematic digitization on Web?***
- ✓ ***Conservation of analog collections***

### ***New links are created:***

- ✓ ***Responsibility for metadata, level of metadata***
- ✓ ***Interaction between conservation treatment and digitization***



# *What does it mean to an Organization?*

## *Impact on Work Models, pt. 2*

***What is the relationship between Information Technology and business areas:***

- ✓ IT solutions are not always obvious especially for certain media, e.g. AV***
- ✓ Need to distinguish between digital capture and data storage***
- ✓ What is IT support?***
- ✓ What is e-collection management?***



# *What does it mean to an Organization? Corporate Culture - a Change based on:*



***Pace of work, pace of change***

***Working with external stakeholders***

***Addressing new audiences through  
digitization***



***What about the traditional roles of  
professionals: archivists, librarians,  
conservators?***



***What about the digitization pioneers?***





*Conclusion:  
Do you still microfilm?*

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## *Some Observations:*

***Need to bridge between the pioneering spirit and departmental accountability and responsibilities: e.g. through pilot projects***

***Need to bridge between the known and the « unknown », between microfilming and scanning***

***Need to take some risks: progress is made through pilot projects and making assumptions: elements of risk management***

***Mitigation: one size does not fit all***

***Digitization is a horizontal activity***

***How do you measure success? Statistics and costs***



# Digitization at Library and Archives Canada is



- ✓ *A work in progress*
- ✓ *Already a success in meeting LAC's mandate to make the collection known to Canadians*
- ✓ *An opportunity to question not only policies and processes around digitization, but also in related areas*
- ✓ *A study in horizontal management*
- ✓ *An opportunity to work with Canadian partners*
- ✓ *An opportunity to make Canada better known around the world*



## *Crossing the Bridge as you're building it*



***Thank you!***

***Questions?***

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